United Nations

A/65/727

General Assembly

Distr.: General
14 February 2011

Original: English

Sixty-fifth session
Agenda item 155
Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2011 to 30 June 2012, which amounts to a total of $540,836,400, comprising $528,454,800 for the maintenance of the Mission and $12,381,600 for electoral support to be provided by the Mission, exclusive of budgeted voluntary contributions in kind in the amount of $52,800.

The budget provides for the deployment of 7,952 military personnel, including 7,819 military contingent personnel and 133 military observers; 1,375 police personnel, including 498 United Nations police officers, 845 formed police unit personnel and 32 Government-provided personnel; and 527 international and 1,063 national staff, inclusive of 60 National Officers, as well as 2 international and 1 national General Service general temporary assistance positions and 257 United Nations Volunteers. It also includes 26 temporary positions, comprising 6 international general temporary assistance positions and 20 United Nations Volunteer positions, for electoral support to be provided by the Mission.

The total resource requirements for UNMIL for the financial period have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (security sector, peace consolidation, rule of law and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Maintenance (2011/12)*	*Electoral support (2011/12)*	*Total (2011/12)*	*Variance*	
						Amount	*Percentage*
Military and police personnel	267 493.5	238 913.3	229 215.2	—	229 215.2	(9 698.1)	(4.1)
Civilian personnel	113 304.7	123 796.6	120 900.9	1 263.0	122 163.9	(1 632.7)	(1.3)
Operational costs	161 011.3	161 290.1	178 338.7	11 118.6	189 457.3	28 167.2	17.5
Gross requirements	**541 809.5**	**524 000.0**	**528 454.8**	**12 381.6**	**540 836.4**	**16 836.4**	**3.2**
Staff assessment income	11 491.7	12 805.2	12 333.6	66.0	12 399.6	(405.6)	(3.2)
Net requirements	**530 317.8**	**511 194.8**	**516 121.2**	**12 315.6**	**528 436.8**	**17 242.0**	**3.4**
Voluntary contributions in kind (budgeted)	52.8	52.8	52.8	—	52.8	—	—
Total requirements	**541 862.3**	**524 052.8**	**528 507.6**	**12 381.6**	**540 889.2**	**16 836.4**	**3.2**

Human resources[a]

	Military observers	Military contingents	United Nations police	Formed police units	International staff	National staff[b]	Temporary position[c]	United Nations Volunteers	Government-provided personnel	Total
Executive direction and management										
Approved 2010/11	—	—	—	—	17	1	—	—	—	18
Proposed 2011/12	—	—	—	—	20	1	—	—	—	21
Components										
Security sector										
Approved 2010/11	133	7 969	498	845	12	2	—	—	32	9 491
Proposed 2011/12	133	7 819	498	845	22	2	—	—	32	9 351
Peace consolidation										
Approved 2010/11	—	—	—	—	80	50	—	31	—	161
Proposed 2011/12	—	—	—	—	76	51	6	51	—	184
Rule of law										
Approved 2010/11	—	—	—	—	47	46	—	17	—	110
Proposed 2011/12	—	—	—	—	46	47	—	17	—	110
Support										
Approved 2010/11	—	—	—	—	385	941	3	189	—	1 518
Proposed 2011/12	—	—	—	—	355	961	3	189	—	1 508
Total										
Approved 2010/11	133	7 969	498	845	541	1 040	3	237	32	11 298
Proposed 2011/12	133	7 819	498	845	519	1 062	9	257	32	11 174
Net change	—	(150)	—	—	(22)	22	6	20	—	(124)

[a] Represents highest level of authorized/proposed strength.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003). The most recent extension of the mandate was authorized by the Council in its resolution 1938 (2010), by which the Council extended the mandate of the Mission until 30 September 2011.

2. The Mission is mandated to help the Security Council attain the overall objective of advancing the peace process in Liberia.

3. Within that overall objective, UNMIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks set out below. The frameworks are organized according to components (security sector, peace consolidation, rule of law and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

5. Variances in the number of personnel compared with the 2010/11 budget, including reclassifications, have been explained under the respective components.

6. The Mission is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator and a Deputy Special Representative of the Secretary-General (Rule of Law), both at the level of Assistant Secretary-General. Owing to historical reduction in the force strength of the Mission, military operations are headed by a Force Commander at the proposed reclassified level of D-2 and are supported by a Deputy Force Commander at the proposed reclassified D-1 level, while a Police Commissioner at the D-2 level heads the civilian police component of the Mission.

7. The headquarters for the Mission have been established in Monrovia, with the military component of the Mission organized on the basis of two sectors covering 15 counties, namely, sector A, with headquarters in Monrovia and encompassing the greater Monrovia area and the counties of Gbarpolu and Grand Cape Mount (along the border with Sierra Leone), Bomi, Montserrado, Margibi, Grand Bassa, River Cess, Sinoe, Grand Kru and Maryland (which borders Côte d'Ivoire); and sector B, with headquarters in Gbarnga and encompassing the counties of Lofa (along the border with Sierra Leone and Guinea), Bong (bordering Guinea), Nimba (bordering Guinea and Côte d'Ivoire) and Grand Gedeh and River Gee (which border Côte d'Ivoire).

B. Planning assumptions and mission support initiatives

8. The overall situation in Liberia is stable but fragile, with progress needed in a number of critical areas, including the rule of law; security sector reform, particularly with respect to the strengthening of State institutions; and national reconciliation, in order to fully consolidate peace.

9. To that end, the Government, in June 2010, forwarded to the Legislature for its consideration the Liberia security and intelligence bill, whose adoption will be crucial for streamlining the security sector and enhancing information-sharing and coordination among the agencies. The Liberia National Police is making continued progress in implementing its strategic plan, but needs significant additional financial resources in order to be fully and independently operational. The support provided by UNMIL to the Liberia National Police will increasingly shift in focus from operational support to institution-building, providing specific expertise in targeted areas. The Independent National Commission on Human Rights was established in September 2010, and intensified support for the Commission will be required in order to enable the Commission to fulfil its mandate of serving as the country's publicly accessible human rights institution and conducting follow-ups on the implementation of the recommendations of the Truth and Reconciliation Commission.

10. Further progress is also expected during the 2011/12 budget cycle in meeting core security benchmarks, including an independently operational Liberia National Police Emergency Response Unit with a strength of 344 police personnel, a 1,000-member-strong Police Support Unit and the deployment of equipped national police personnel throughout the country, as well as the building of police infrastructure, the finalization and implementation of the national security strategy and architecture, and the continued training and mentoring of the troops and specialized units of the Armed Forces of Liberia, including the development of the coast guard.

11. The military component of the Mission will maintain a strength of 7,952 personnel, comprising 133 military observers and 7,819 contingent personnel. The UNMIL force will maintain its mobile posture so that it can provide a security umbrella throughout the country, in particular to facilitate the conduct of peaceful elections, support the national security forces, conduct joint exercises with the new army, undertake inspections of inventories of weapons and ammunition obtained by the Government for use by members of the Liberian police and security forces who have been vetted and trained since the Mission's inception in October 2003, protect key United Nations and Government locations and installations, and conduct regular air and ground patrols, in particular along the borders and in other high-risk areas.

12. Pursuant to Security Council resolution 1938 (2010), the authorized strength of the UNMIL police component will remain at 1,375 personnel, comprising 498 United Nations police officers, 845 formed police unit personnel and 32 corrections officers. In the same resolution, the Council requested the Secretary-General to ensure that the UNMIL police component has the required specialized expertise, including civilian expertise, so that the Mission can carry out its mandated responsibility of standing up an operationally independent national police service. In order to provide the requisite support for institution-building, the UNMIL police component requires professional expertise in the area of systems development, including human resource management and information technology, which are

beyond its normal capacity. In this regard, the present report proposes the establishment of 10 posts in the Office of the United Nations Police Commissioner, with respect to institutional development, border and immigration, police programme and training, finance and budget, crime management, human resources, public information, logistics and telecommunications and information technology.

13. The police component of UNMIL will continue to provide strategic advice, training and mentoring. It will also provide enhanced support for the institutional capacity-building of the Liberia National Police, with a view to helping the national police to play a primary role in ensuring security during the national referendum and elections in 2011, as well as the post-election period. The UNMIL police component will also provide continued and enhanced support for specialized law enforcement areas such as corrections and immigration, and will provide assistance to law enforcement activities in the context of electoral security.

14. The national elections, which are planned for October-November 2011, will be a critical milestone for Liberia and have therefore been added to the list of UNMIL core benchmarks. Pursuant to Security Council resolutions 1885 (2009) and 1938 (2010), the Mission's mandate was expanded to include assisting the Government, as requested, in conducting the 2011 general presidential and legislative elections, by providing logistical support, in particular to facilitate access to remote areas; coordinating international electoral assistance; and supporting Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections. The Mission will also provide assistance for the holding of a national referendum before the elections, with a view to the possible enactment of amendments to elections-related provisions of the Liberian Constitution. In addition, UNMIL will focus on managing the post-election environment to ensure a peaceful and secured transition of power to the elected Government.

15. The United Nations Development Programme (UNDP) will be the lead United Nations entity providing operational and technical assistance to the National Elections Commission and other national authorities responsible for preparing for the elections. In the context of the fulfilment of its electoral assistance mandate, the Mission will require dedicated capacities, including the establishment of an Electoral Assistance Unit reporting directly to the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator and comprising 26 temporary positions (6 international general temporary assistance positions and 20 United Nations Volunteer positions). The Electoral Assistance Unit will facilitate close coordination and collaboration with UNDP, which is responsible for the long-term capacity-building of Liberian electoral institutions. This will also allow UNMIL, consistent with its mandate, to support the National Elections Commission and reinforce UNDP assistance in filling possible logistical and technical gaps. The Electoral Assistance Unit will coordinate the United Nations Volunteers deployed in the counties, serve as a counterpart to the UNDP electoral team and undertake all elections-related reporting activities. In addition, UNMIL will provide increased media coverage using UNMIL Radio and other media resources to promote peaceful elections, as well as increased patrolling and policing and other operational requirements that the Government of Liberia may require in order to successfully hold the elections.

16. Furthermore, the National Elections Commission may require support in transporting electoral materials from Monrovia to the nine county sites and 37

remote areas inaccessible by road, as well as in retrieving the materials. The conduct of the elections during the rainy season will significantly increase the number of inaccessible areas and have an adverse impact on the timing of the movement of both personnel and electoral materials. UNMIL anticipates that there will be at least a 10 per cent increase in requirements for air and ground transportation during the period from July to December 2011, which is expected to peak at 20 per cent during the months of August and October-November 2011.

17. While a preliminary assessment shows that national capacities may be insufficient to ensure security during the elections, the Liberia National Police will have primary responsibility for electoral security, with UNMIL serving as a backup to fill gaps. In this connection, the United Nations police and formed police personnel will assist the Liberia National Police in ensuring the security of sensitive electoral materials at two warehouses in Monrovia and at county warehouses. In addition, formed police unit platoons will be temporarily deployed to potentially volatile counties, as well as to provide logistical support for Liberia National Police operations, including in the delivery and retrieval of sensitive electoral materials.

18. In order to fulfil its mandated responsibility to support Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections, the Office of the Special Representative of the Secretary-General will intensify consultations with all national stakeholders concerned, including the leaders of political parties and their representatives, civil society organizations and regional leaders. Furthermore, the Mission will increase its engagement with local-level stakeholders and undertake the overall monitoring of political and human rights conditions throughout the country.

19. Pursuant to Security Council resolution 1938 (2010), UNMIL will continue to work with the Government of Liberia to develop a strategy and plan for the eventual handover of security responsibilities from UNMIL to national authorities. This will include a comprehensive situational assessment and analysis to identify gaps in security agencies that will need to be filled to ensure a successful transition. As outlined in the resolution, the Mission's consolidation/drawdown and withdrawal benchmarks will be revised to become transition benchmarks. Following the inauguration of the next democratically elected Government in January 2012, the Secretary-General will deploy to Liberia a comprehensive technical assessment mission, led by the Department of Peacekeeping Operations, to develop recommendations for the continued drawdown of UNMIL and its withdrawal, taking into consideration the security conditions at that time.

20. UNMIL, in collaboration with the United Nations country team, will continue to support the deployment and capacity-building of local government and security officials, as well as the rehabilitation of national and local infrastructure. In addition, the Mission will continue to assist in developing the judicial and legal sectors, while also supporting the Government's efforts to assume greater responsibility for the corrections sector. UNMIL will also continue to assist the Government of Liberia in its efforts to effectively restore control over, and proper administration of, the country's natural resources.

21. In collaboration with the United Nations country team, UNMIL will support the Government's initiatives to foster good governance and national reconciliation. As Liberia has been placed on the agenda of the Peacebuilding Commission, the Mission and the United Nations country team will be requested to assist the

development of projects in priority peacebuilding areas identified by the Government, namely, strengthening the capacities of the security sector and rule-of-law institutions, and national reconciliation. UNMIL will help to strengthen national capacity for peace consolidation, including by addressing root causes of the Liberian crisis, in addition to the social and security issues emanating from the civil wars. UNMIL will also support initiatives to address conflicts arising from disputes over natural resources and land use. In addition, the Mission will continue to encourage civil society to play a significant role in peacebuilding and reconciliation initiatives. Working with national stakeholders, regional partners and the United Nations country team, UNMIL will provide support for the successor initiative to the Governance and Economic Management Assistance Programme, especially as Liberia has now reached the completion point of the Heavily Indebted Poor Countries Initiative, as well as for other initiatives to strengthen the transparent collection and use of public revenues. The Mission will also help to develop the Government's capacity to further its anti-corruption campaign and implement sustainable governance reforms.

22. Within its existing resources, UNMIL will support United Nations agencies in the delivery of humanitarian and recovery assistance throughout the country. Working closely with the Liberian Government and the United Nations country team, the Mission will support specific initiatives to promote peacebuilding and reconciliation at the community level, including employment initiatives for war-affected persons, including young people, engaged in the illicit exploitation of natural resources or other illegal activities. UNMIL will also continue its hotspot assessments in order to track patterns of ex-combatant activities and to inform and align country team programming towards areas where assessed threats may increase. The Mission, together with the country team, will also continue to support the Government's reconstruction and recovery efforts, including the implementation of its poverty reduction strategy.

23. UNMIL will continue to undertake human rights protection, promotion and monitoring activities. It will also provide assistance to the Government, civil society and other national stakeholders in developing and promoting a culture of respect for human rights in the country. In addition, UNMIL will support the operations of the Independent National Commission on Human Rights, assist in building the capacity of national civil society organizations and support the efforts of traditional dispute mediation mechanisms and national reconciliation initiatives.

24. UNMIL will continue to support the Government's efforts to promote gender equality and counter sexual and gender-based violence, by supporting the implementation of the national action plan for the implementation of Security Council resolution 1325 (2000) on women and peace and security. UNMIL will also assist the Government with its endeavours to include in its ongoing judicial and security sector reform processes the provisions of Security Council resolution 1820 (2008) on acts of sexual violence against civilians in armed conflict.

25. In its resolution 1938 (2010), the Security Council noted with concern the threats to subregional stability, including to Liberia, in particular those posed by drug trafficking, organized crime and illicit arms. UNMIL has continued to closely monitor these areas and to conduct joint military border patrols with the United Nations Operation in Côte d'Ivoire (UNOCI) and the Governments of Guinea and Sierra Leone. Worsening political developments in the Mano River Union countries,

as evidenced by the prevailing situation in Côte d'Ivoire, could affect the achievement of certain aspects of the Mission's mandate, especially those related to security.

26. The proposed Mission civilian staffing establishment of 1,847 personnel, comprising 527 international and 1,063 national staff, as well as 257 United Nations Volunteers, includes 26 temporary positions for a period of six months, comprising 6 international general temporary assistance positions and 20 United Nations Volunteer positions, in connection with the electoral support to be provided by the Mission for the general presidential and legislative elections. The proposed budget reflects the establishment of 10 posts (1 P-5, 5 P-4 and 4 P-3), the reclassification of the 3 posts (1 Assistant Secretary-General to D-2, 1 D-2 to D-1, and 1 national General Service staff to National Officer) and the reassignment of 7 posts (1 P-5, 4 P-4, 1 P-3 and 1 Field Service). The organizational and administrative structure of the Mission will be slightly modified with the establishment of an Electoral Assistance Unit to coordinate elections-related operations and logistical support; it will report directly to the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator. In the context of the wide range of activities undertaken by the Mission in a fluid and demanding operational environment, and in order to ensure effective management that would allow the Mission to maintain the capacity to monitor developments and provide an understanding of the operational environment on a continuous basis, the strengthening of the Joint Operations Centre is proposed, along with that of the Joint Mission Analysis Centre, in the present report. Moreover, in the context of the historical drawdown of the military force strength of the Mission, it is proposed that the posts of Force Commander and Deputy Force Commander be reclassified from the Assistant Secretary-General and D-2 levels to the D-2 and D-1 levels, respectively.

27. Pursuant to General Assembly resolution 65/248 on the United Nations common system, the present report reflects the proposed abolishment of 10 posts (2 P-3, 4 P-2 and 4 Field Service) and the proposed conversion of 22 Field Service posts to national General Service staff posts. Vacancy rates for international and national staff have also been adjusted to take into account this proposed abolishment of international posts and conversion of international posts to national posts.

28. The overall 2011/12 estimated resource requirements for the maintenance and operation of the Mission represent a 3.2 per cent ($16,836,400) increase over the 2010/11 budgetary level and incorporate the amount of $12,381,600 in estimated electoral support requirements by the Mission.

29. The reductions in resources with respect to military and police personnel, as well as civilian personnel costs, are offset by increased requirements under operational costs. Cost reductions in terms of military and police personnel are attributable primarily to the reduction in the number of military contingent personnel, owing to the planned repatriation of the 150 personnel of the guard force at the Special Court for Sierra Leone, and lower costs for the rotation travel of a number of contingents and the lower overall cost of rations, owing to the relative appreciation of the value of the United States dollar vis-à-vis the euro (using an exchange rate of 0.7 euro per dollar for the 2010/11 financial period, compared with 0.761 euro per dollar for the 2011/12 period). In terms of civilian personnel costs, the resource reduction is due primarily to the utilization of a lower midpoint level of

the local salary scale, based on the historical expenditure pattern of the Mission and the discontinuation of hazardous duty station allowance Mission-wide effective 1 September 2010. The increase in resource requirements with respect to operational costs is due primarily to the Mission's equipment replacement programme under facilities and infrastructure, since the Mission is in its eighth year of operations and a high proportion of equipment has exhausted its life cycle and become uneconomical to repair; increased provision for maintenance, alteration and renovation and construction services, since most of the Mission's facilities are in a dilapidated condition and refurbishment is required; and increased provision for the maintenance of main and secondary supply routes. In addition, the increase in requirements is due to increased costs for petrol, oil and lubricants for generators and vehicles as well as aviation fuel, and higher costs for the rental and operation of the Mission's rotary-wing aircraft fleet.

30. The Mission will continue to address the environmental impact of its presence whenever possible and has already undertaken to clean up locations that the United Nations has vacated, treating medical waste in various locations and collecting waste for incineration from locations that do not have incinerator machines. Environmental inspections will be carried out regularly throughout the year, and the Mission plans to construct 10 kilns to treat/burn fuel waste.

31. The critical factors that could have an adverse impact on the implementation of the Mission's mandate, along with its projects and programmes, include delays in the conduct of the presidential and legislative elections in October-November and the holding of a referendum on key election-related provisions of the Liberian Constitution ahead of the elections; unstable political and security conditions during the election and post-election period; a lack of political will on the part of the Government in providing funding and instituting policies related to human rights and national reconciliation; insufficient funding from donors; and the inability of vendors and suppliers to deliver goods and services in a timely manner. In addition, political instability in the Mano River Union countries could adversely affect the implementation of the Mission's mandate, in particular with regard to security.

C. Regional mission cooperation

32. Within the context of the mandate of UNMIL, regional coordination continues to ensure an approach consistent with those of UNOCI and UNIPSIL, as well as other United Nations presences in the subregion. Such coordination includes meetings of the heads of United Nations missions in West Africa, as well as joint military patrols with UNOCI and the Governments of Guinea and Sierra Leone along the borders. UNMIL will continue to monitor these areas for the illicit trafficking of drugs, weapons and persons, as well as the possible cross-border recruitment of combatants or the movement of refugees into Liberia. UNMIL will continue to work closely with UNOCI to monitor the situation of Liberian refugees and ex-combatants still residing in western Côte d'Ivoire, through annual joint assessment missions.

33. The support component holds an annual coordination meeting for the West African missions at which areas of common concern, including any efficiency or asset-sharing needs, are discussed. The missions involved include UNMIL, UNOCI, the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) and

the United Nations Integrated Peacebuilding Office in Guinea-Bissau. UNMIL will continue to provide its air assets to other missions on a cost-sharing basis for the rotation of troops. In addition, the West African missions are establishing a regional aviation safety coordination office, initially to be managed from UNMIL by the existing aviation safety officers beginning in the 2010/11 period.

D. Partnerships, country team coordination and integrated missions

34. On 25 February 2010, the Government of Liberia submitted to the United Nations a formal request to become a "delivering as one" country. This will provide a strategic and operational framework for increasing the collective impact and transparency of United Nations activities while reinforcing Government ownership. Moreover, a review of United Nations joint programmes will help to improve future combined support for the Government in addressing identified priorities.

35. While the integration of the United Nations system in Liberia has advanced through common services and management and coordination mechanisms, the "delivering as one" approach will transform the United Nations into a more effective partner of the Government. It will also provide a backdrop for planning the eventual transfer of some of the civilian-related responsibilities of UNMIL to other United Nations entities through the current United Nations Development Assistance Framework, the integrated strategic framework used in Liberia. In "delivering as one", the Mission will work in close partnership with United Nations agencies, funds and programmes and will provide support for projects of the Peacebuilding Commission, as requested.

E. Results-based-budgeting frameworks

36. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of terms relating to the six categories are contained in annex I A to the present report.

Executive direction and management

37. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2010/11	1	1	9	1	5	**17**	1	—	**18**
Proposed posts 2011/12	**1**	**1**	**12**	**1**	**5**	**20**	**1**	—	**21**
Net change	—	—	**3**	—	—	**3**	—	—	**3**

Office of the Special Representative of the Secretary-General

International staff: increase of 3 posts (reassignment of 1 P-5 and 2 P-4 posts from the Recovery, Rehabilitation and Reintegration Section)

38. With a view to ensuring effective management, it is critical that the Mission maintain a capacity to observe and monitor a wide range of mandated activities in a fluid and demanding operational environment. In this context, it is proposed that the effectiveness of the functioning of the Joint Operations Centre and the Joint Mission Analysis Centre be enhanced. The overall mandate of the Joint Operations Centre is to ensure Mission-wide situational awareness through integrated reporting on current operations, as well as day-to-day situation reporting. The Centre monitors developments in the day-to-day implementation of Mission operational activities by maintaining liaison with Mission components and offices and other organizations on operational matters and by supporting Mission crisis management. In addition, on the basis of Security Council resolutions 1885 (2009) and 1938 (2010), UNMIL has been mandated to provide logistical support, coordinate international electoral assistance and support institutions and political parties in creating an environment conducive to the conduct of peaceful elections. In this connection, it is anticipated that there will be an increased need for risk assessment and analysis to support senior management and decision-making. UNMIL will also provide Mission-wide operations and information coordination in the context of increased demand for its emergency response capacity.

39. The Centre is currently staffed by a military officer with the rank of Colonel. It is therefore proposed that the Centre be strengthened with a civilian element comprising one P-5 post of Chief, Joint Operations Centre, and one P-4 post of Deputy Chief, Joint Operations Centre, which would be accommodated through the reassignment of two posts (1 P-5 and 1 P-4) from the Recovery, Rehabilitation and Reintegration Section.

40. The Joint Mission Analysis Centre provides the Head of Mission and the management leadership team with an incisive understanding of issues, trends and potential developments, as well as assessments of cross-cutting issues and threats that may affect the implementation of the Mission's mandate. The Centre's analytical products form the basis for decision-making and enhanced Mission and contingency planning. Maintaining the Mission's capacity to monitor daily developments and provide analysis on the daily operational environment is critical to the successful conduct of the legislative and presidential elections in October-November 2011. Furthermore, a civilian element within the Centre would be critical in maintaining continuity and institutional memory in the post-electoral period as UNMIL continues to transfer its security responsibilities to national authorities. A lack of institutional memory and information-gathering capacity would have a negative impact on the Mission's ability to effectively support the peaceful conduct of the elections and to manage the post-election environment.

41. The Joint Mission Analysis Centre comprises a Chief at the P-5 level supported by five personnel occupying posts on loan from other offices and sections (2 P-4, 1 P-3 and 2 UNV) within the staffing establishment of the Mission. It is therefore proposed that the Joint Mission Analysis Centre be strengthened with one additional P-4 post for a Deputy Chief, which will be accommodated through the reassignment of a P-4 post from the Recovery, Rehabilitation and Reintegration Section.

Component 1: security sector

42. As detailed in the frameworks set out below, the security sector component encompasses security stabilization and security sector reform and incorporates the activities of the Mission's military and police and security sector elements working with international partners and the Government of Liberia, including the Liberia National Police, the Armed Forces of Liberia, the Bureau of Immigration and Naturalization and other security agencies, under the umbrella of the national security strategy. The Mission will continue to support the implementation of the national security strategy and ensure that areas relating to security development are aligned with the objectives of the poverty reduction strategy. This will include the continued training and institutional capacity-building of the Liberia National Police and will contribute to the development of the Armed Forces of Liberia through specialized joint training in coordination with donor partners and the Ministry of Defence. The Mission will also continue to work towards the eventual progressive handover of its security responsibilities to national authorities.

43. The focus of the United Nations police component remains on providing on-the-job mentoring and technical advice to the Liberia National Police, with a shift in priorities towards institution-building, in particular enhancing and institutionalizing management systems, policies, procedures and practices in the areas of planning, administration, logistics and finance, as well as information and communications management and public information. Technical advice will focus on areas essential for operational sustainability, including strengthening the capacities of the Emergency Response Unit, expanding criminal investigation capabilities and allowing for a functional structure and system for command and control and supervision nationwide, enhancing the operational capabilities of the Liberia National Police Support Unit. Technical advice will also focus on enabling the National Police Training Academy to be institutionally self-sufficient and on assisting with project development, and the execution, monitoring and evaluation of the strategic plan implementation and development programmes of the Liberia National Police and the Bureau of Immigration and Naturalization, in partnership with donors and the United Nations country team. United Nations police will work with the Liberia National Police and the Bureau of Immigration and Naturalization to expedite operational capabilities in key areas identified during the transition planning for the eventual handover of responsibilities to the relevant agencies.

44. With a view to the continued mainstreaming of gender into all of its activities as part of its overall mandate, and in order to implement Security Council resolution 1325 (2000) on women and peace and security, the Mission will support the Government of Liberia in the development and implementation of gender accountability systems and mechanisms within the security sector. The Mission will also continue to proactively engage in fostering a culture of best practices in all areas relating to the security sector and its reform.

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No serious violations of the ceasefire agreement (2007/08: 0; 2008/09: 0; 2009/10: 0; 2010/11: 0; 2011/12: 0)

Outputs

- 458,763 patrol person days (11 troops per patrol x 106 patrols per day x 366 days and 11 troops per patrol x 106 patrols per day x 27.45 days for electoral support), including foot and mobile (road and air) patrols, as well as support for cordon and search, public order and high-value escort operations, VIP protection, inspections of weapons inventories and ammunition obtained by the Government of Liberia, and support for elections
- 214,037 static troop days (8 troops per military post x 68 static locations x 366 days and 8 troops per military post x 68 static locations x 27.45 days for electoral support), including observation posts and all static guarding tasks for entrance/exit points of United Nations assets, major ports and harbours, entrance/exit points of airfields and helicopter landing zones, approaches to major Government buildings, border crossing points, strategic bridges and junctions and other routes, and support for elections
- 20,130 military observer person days (5 personnel (4 military observers and 1 Operations Officer) x 11 team sites x 366 days) to gather information, liaise with agencies and non-governmental organizations and provide support for elections
- 3,094 air patrol hours (1,046 Mi-8, 1,972 Mi-24 and 76 BE-200 hours). Tasks include all air operations deployment and related activities, border patrols, other patrols (aerial border patrols, air inserted foot patrols), United Nations police support, United Nations military observer patrols, special flights and aircrew training and directed electoral patrol support, but exclude all logistical, medical evacuation, engineering, VIPs and communication flights
- 390,000 force engineering person days (1,250 military engineers x 6 days per week x 52 weeks), as well as field engineering tasks in support of the Government of Liberia, which include road maintenance, explosive ordnance disposal, technical sweeps, engineer work support, bridge launch and repair, culvert repair, asphalt production and airfield repair maintenance, and civil military cooperation tasks including support for electoral infrastructure
- 2,340 joint border patrol person days (15 troops per patrol x 13 days per month x 12 months) in order to meet on a monthly basis with border officials of Liberia, Sierra Leone, Côte d'Ivoire and Guinea, as well as to monitor borders for illicit trafficking of drugs, weapons and persons, cross-border recruiting of mercenaries, and movement of refugees
- 395,280 quick-reaction force standby person days (30 troops x 36 platoons x 366 days) as reserves prepare to reinforce formed police units, United Nations police and force units when required
- Provision of advice and technical support to Liberia National Police patrol division (including Support Unit and Emergency Response Unit) by United Nations police and formed police units, through operational joint patrols

Expected accomplishments	*Indicators of achievement*
1.2 Progress in reform of the security sector	1.2.1 Implementation of the national security strategy and its implementation matrix
	1.2.2 Adoption and implementation of key legislation related to security sector reform
	1.2.3 Implementation of the county security committee mechanism in all 15 counties

Outputs

- Provision of mentoring and infrastructure support for one public hearing in the Legislature, on the National Security Sector Reform and Intelligence Act
- Monthly meetings with the Ministry of Justice to establish a working group on small arms and light weapons, and to move forward related legislation on gun control and the establishment of a national commission on small arms
- Provision of advice and coordination in strategic planning for security and law enforcement agencies, through monthly meetings of the security pillar of the Liberia Reconstruction and Development Committee, with line ministries, the United Nations, international partners and civil society
- Conduct monthly joint working group meetings with the Armed Forces of Liberia and quarterly joint steering group meetings with the Armed Forces of Liberia
- Advice through monthly meetings with the National Security Adviser, the National Security Agency and other line ministries on the implementation of measures to adjust the personnel strength of the security agencies, in accordance with the security reform legislation in order to ensure that they are operationally effective and financially sustainable
- Provision of technical assistance by United Nations police, through regular meetings, to support the drafting of a Liberia National Police reform act
- Advice to the Government on operations of the county security committee mechanism

Expected accomplishments	*Indicators of achievement*
1.3 Enhanced public law and order and improved operational capacity of the Liberia National Police	1.3.1 Increase in the number of Liberia National Police Support Unit officers trained, equipped and deployed (2009/10: 0; 2010/11: 600; 2011/12: 1,000)
	1.3.2 5 Liberia National Police regional headquarters established (2009/10: 0; 2010/11: 1; 2011/12: 5)
	1.3.3 Completion of 10 Liberia National Police strategic plan priority projects (2010/11: 12; 2011/12: 10)
	1.3.4 In-service and advanced training of active Liberia National Police officers institutionalized and delivered by national police instructors (2010/11: 800; 2011/12: 500)
	1.3.5 Liberia National Police female representation achieved and sustained at a level of 20 per cent of authorized strength (2006/07: 6 per cent; 2007/08: 15 per cent; 2008/09: 12 per cent; 2009/10: 14.7 per cent; 2010/11: 20 per cent; 2011/12: 20 per cent)
	1.3.6 National Police Training Academy capacity for daily training of 450 students achieved (2011/12: 450)

Outputs

- Provision of advice, mentoring and technical assistance through daily meetings and co-location with 400 Liberia National Police officers in the Police Support Unit programme
- Provision of advice, mentoring and technical assistance to Liberia National Police and Bureau of Immigration and Naturalization strategic plan project officers, through daily and weekly meetings
- Provision of strategic advice, through daily co-location with Liberia National Police executive management, in the areas of institutional development, strategic planning and programme management, executive-level training and development, finance and budget, human resources management, logistics management, information management, public information, crime prevention and detection, law enforcement and criminal investigation
- Provision of advice, mentoring and technical assistance to National Police Training Academy instructors and administration in the delivery of advanced and specialized training to 500 Liberia National Police officers in the areas of protection of women and children, community policing, first-line management, mid-level management and criminal investigation
- Provision of advice through daily co-location with Liberia National Police charge of quarters, administration, station commanders, crime investigators and community police officers at 8 Monrovia zone stations and 14 county headquarters
- Provision of advice through daily meetings with Liberia National Police headquarters gender office, community policing office and human resource's office on the planning and delivery of female recruitment campaigns and community outreach programmes
- Provision of advice to and co-location with Bureau of Immigration and Naturalization managers in the training, staffing and equipping of 36 official border posts
- Provision of daily advice and technical assistance to the Liberia National Police, the National Police Training Academy and the Bureau of Immigration and Naturalization on the coordination and implementation of funded infrastructure and logistical projects
- Review of the training, performance and disciplinary records of 4,100 Liberia National Police officers; certification of Liberia National Police initiated

External factors

Sufficient donor support to permit the achievement of Liberia National Police and Bureau of Immigration and Naturalization priority projects that require external funding; national elections will be held in October-November 2011; sufficient numbers of qualified Liberia National Police officers volunteer for service in the Police Support Unit; the Government of Liberia provides adequate budgetary allocations to permit effective Liberia National Police and Bureau of Immigration and Naturalization operational activities

Table 2
Human resources: component 1, security sector

Category	*Total*
I. Military observers	
Approved posts 2010/11	**133**
Proposed posts 2011/12	**133**
Net change	**—**
II. Military contingents	
Approved posts 2010/11	**7 969**
Proposed posts 2011/12	**7 819**
Net change	**(150)**
III. United Nations police	
Approved posts 2010/11	**498**
Proposed posts 2011/12	**498**
Net change	**—**
IV. Formed police units	
Approved posts 2010/11	**845**
Proposed posts 2011/12	**845**
Net change	**—**
V. Government-provided personnel	
Approved posts 2010/11	**32**
Proposed posts 2011/12	**32**
Net change	**—**

	International staff								
VI. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2010/11	1	1	—	—	2	**4**	—	—	**4**
Proposed posts 2011/12	—	2	—	—	2	**4**	—	—	**4**
Net change	**(1)**	**1**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Office of the United Nations Police Commissioner									
Approved posts 2010/11	—	2	5	—	1	**8**	2	—	**10**
Proposed posts 2011/12	—	2	11	4	1	**18**	2	—	**20**

Net change	—	—	6	4	—	10	—	—	10
Subtotal									
Approved posts 2010/11	1	3	5	—	3	12	2	—	14
Proposed posts 2011/12	—	4	11	4	3	22	2	—	24
Net change	(1)	1	6	4	—	10	—	—	10
Total (I-VI)									
Approved posts 2010/11									9 491
Proposed posts 2011/12									9 351
Net change									(140)

International staff: net increase of 10 posts (reclassification of 1 Assistant Secretary-General post to the D-2 level and 1 D-2 post to the D-1 level, as well as the establishment of 10 posts, consisting of 1 P-5, 5 P-4 and 4 P-3)

Office of the Force Commander

International staff: reclassification of 2 posts (Assistant Secretary-General to the D-2 level and 1 D-2 post to the D-1 level)

45. The Office of the Force Commander is charged primarily with providing security and maintaining peace in Liberia. Its operational focus is on the consolidation of peace and planning for the transition involving a shift in the responsibility for security from UNMIL to the national authorities, and will also mobilize the Mission's resources to train, mentor and build the institutional capacity of the Liberian military. In the light of the completion of the third stage of the drawdown of the Mission's military component, in which 2,029 contingent personnel were repatriated, and in the general context of the historical reduction in strength of that component, it is proposed that the post of Force Commander be reclassified from the Assistant Secretary-General level to the D-2 level. Concurrently, it is proposed that the post of Deputy Force Commander be reclassified from the D-2 level to the D-1 level. The Office of the Force Commander will continue to maintain its support for and coordination with the Liberian military and security sectors and provide advice to the Government of Liberia on operations within the security committee mechanism. The proposed reclassification of these posts will ensure the appropriate alignment of the grade levels of the posts with the level of responsibility in accordance with the policies of the Organization.

Office of the United Nations Police Commissioner

International staff: increase of 10 posts (establishment of 1 P-5, 5 P-4 and 4 P-3 posts)

46. The Security Council, in its resolution 1938 (2010), requested the Secretary-General to continue to monitor progress on core benchmarks, including on building the capability of the Liberia National Police, and to ensure that the UNMIL police component had the required specialized expertise, including civilian expertise, in accordance with its mandate. It will be recalled that, on the basis of Council resolution 1509 (2003), the Mission is mandated to assist the Government in

monitoring and restructuring the police force of Liberia, consistent with democratic policing, to develop a civilian police training programme, and to otherwise assist in the training of civilian police.

47. It will also be recalled that, in paragraph 33 of its report on the programme evaluation of the performance and the achievement of results by the United Nations Mission in Liberia (A/64/712), of 17 March 2010, the Office of Internal Oversight Services (OIOS) stated that the Mission lacked many of the specialized advisory capacities needed to appropriately provide the specialized training required in the current, advanced stages of the development of the Liberia National Police. Moreover, in paragraph 21 of his special report on UNMIL (S/2009/299) of 10 June 2009, the Secretary-General stated that, as indicated by the technical assessment mission, the Mission had a shortage of specialized trainers in various areas, including change management, programme development and strategic planning.

48. The transfer to national authorities of security responsibilities currently provided by UNMIL requires that those authorities, in particular the Liberia National Police and the Bureau of Immigration and Naturalization, have the capacity to be self-sufficient and sustainable. In this connection, it is critical that the Liberia National Police and the Bureau of Immigration and Naturalization establish processes that are institutionalized.

49. Therefore, it is proposed that the Office of the United Nations Police Commissioner, with its current staffing establishment of 10 posts (1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 Field Service and 2 national General Service staff), be strengthened with dedicated professional expertise in order to strengthen expert technical advisory support for the Liberia National Police and the Bureau of Immigration and Naturalization, through the establishment of 10 additional posts: Police Reform Adviser (P-5), Border and Immigration Adviser (P-4), Police Programme Manager (P-4), Police Training Officer (P-4), Finance and Budget Officer (P-4), Crime Adviser (P-4), Human Resources Officer (P-3), Public Information Officer (P-3), Logistics Officer (P-3) and Telecommunications and Information Technology Officer (P-3).

50. Accordingly: (a) the Police Reform Adviser will provide expert technical advice and oversight to the Liberia National Police at the executive level in respect of developing the institutional structures and systems of command and control, as well as the administrative systems, to address critical institutional gaps within the key directorates of the police towards a well-integrated and cohesive police force, and the incumbent will engage in systems and functional analysis including institutional capacity assessment and the identification of shortfalls in policy, procedures and practices that contribute to the existence of administrative and operational gaps; (b) the Border and Immigration Adviser will provide expert technical advice to the senior leadership of the Bureau of Immigration and Naturalization in the formulation of strategies and plans critical for effective and accountable management practices and organizational command and control, and develop basic standards of practice critical for the efficient, effective, transparent and accountable management of human resources and logistics; (c) the incumbent of the post of Police Programme Manager will provide expert technical advice to the Liberia National Police, including on the development and implementation of systems for monitoring and evaluation with respect to projects within the scope of its strategic development plan; expert advice on resource mobilization strategies to

meet immediate critical operational shortfalls; and technical advice on the development and implementation of transitional management practices essential for sustaining reform and restructuring efforts in the medium and long terms and on methods to increase partnership relations with bilateral and multilateral donors; (d) the Police Training Officer will provide expert technical advice to the Liberia National Police and the National Police Training Academy on the development of a cost-effective, executive-level leadership development programme for senior law enforcement officials in Liberia; and undertake the assessment and evaluation of executive-level training needs analysis and assist in the development and delivery of executive training courses and in the design and delivery of train-the-trainers courses for Training Academy instructors on executive leadership, and assist the Academy in resource mobilization, including the development of project proposals; (e) the Finance and Budget Officer will provide expert technical advice to the Liberia National Police on the development of accounting and financial systems and the preparation of plans and programmes specific to budget and finance, as well as the effective management of financial records and registries; (f) the incumbent of the post of Crime Adviser will provide expert technical advice to the Liberia National Police in critical areas of criminal case management; assist in planning, organizing, conducting and managing criminal cases, including strengthening collaboration with prosecutors and other components of the criminal justice system; and assist and advise on methods and means of investigation, the gathering of evidence, the preparation of testimony, obtaining and reviewing documentation, conducting interviews, taking statements and analysing facts; (g) the Human Resources Officer will provide expert technical advice to the Liberia National Police capacity-building programme on managing the integrated functions of personnel administration, organizational development, career development, recruitment and selection processes, and will provide expertise and advice on organizational design and job evaluation, workforce analysis and planning, proactive and competitive recruitment and selection, transparent and rational systems for promotion and lateral transfer, personnel records management, and procedural development and implementation; (h) the Public Information Officer will provide expert technical advice to the Liberia National Police capacity-building programme in the areas of public information management, in particular areas critical to managing public perceptions and expectations, holding national elections, transferring security responsibilities as the United Nations police draws down, and reaffirming public confidence in the rule of law; (i) the incumbent of the post of Logistics Officer will provide expert technical advice to the Liberia National Police through the formalization of procurement strategies and plans consistent with national procurement rules and procedures; provide advisory and functional support to procurement and logistics managers, and ensure that procurement practices are compliant with donor regulations; establish a monitoring system to eliminate deficiencies and minimize risks in procurement; identify and develop training manuals, guidance notes and toolkits on key logistical issues such as procurement, vehicle fleet management, store and asset management, distribution and various policies and procedures critical to logistics systems; (j) the Telecommunications and Information Technology Officer will provide expert technical advice to the Liberia National Police on the development, in a seamless and integrated manner, of practical means, methods and protocols relating to information technology and communications systems that are essential for effective and efficient police operations and administration, as well as advise and assist in the structuring and development of radio operational grids, operations, data communications and information systems and procedures, and in the analysis of communications security requirements, the design and implementation of procedures for communications centre operations, and the design and implementation of communications maintenance and repair requirements.

51. The strengthened Office of the United Nations Police Commissioner will ensure that the Mission attains its mandated objective, including through the reform of the security sector, through the provision of enhanced advisory support at the executive levels of the Liberia National Police and the Bureau of Immigration and Naturalization aimed at strengthened institutionalization and operational capabilities that would facilitate the transfer of security functions to national authorities.

Component 2: peace consolidation

52. As detailed in the frameworks set out below, the peace consolidation component will continue to support the Government's 2008-2012 poverty reduction strategy. The Mission will support the establishment of mechanisms to facilitate good governance practices, including combating corruption by strengthening institutions of democratic governance and facilitating the transformation of social interactions at the local level to build cohesion in communities through sustainable reconciliation. This will include assisting the Government in developing the national vision "Liberia Rising 2030", a planned successor to the poverty reduction strategy. Furthermore, technical support for the Land Commission will address the problems of land management and land disputes, including the use of alternative dispute resolution mechanisms, in particular at the community level. In accordance with the One United Nations Initiative, a United Nations harmonized approach to development assistance, the Mission will work closely with the United Nations country team to seek ways to hand over responsibilities to the Government in defined areas.

53. In compliance with Security Council resolutions 1885 (2009) and 1938 (2010), UNMIL will assist the Liberian Government with the 2011 presidential and legislative elections, including the national referendum, by providing logistical support, coordinating international assistance, and supporting institutions and political parties in creating an environment conducive to the peaceful conduct of the elections. The Mission will support the Government in resolving outstanding issues related to the legal framework and with regard to technical operational matters. UNMIL will also work with national interlocutors to ensure that the post-election period and the transition to the newly elected Government are peaceful.

54. To broaden ownership of the peace process in Liberia, the Mission will deepen its engagement with civil society groups to enhance their participation in national dialogue processes, including countrywide community reconciliation, peacebuilding and conflict resolution mechanisms, as well as in the development, implementation and monitoring of national projects and programmes in collaboration with the United Nations country team and other partners.

55. The Mission will continue to support the consolidation of State authority and economic revitalization by facilitating and promoting the proper and transparent management of natural resources and advocating community benefits. This includes compliance with the Kimberley Process Certification Scheme for diamonds and the National Forestry Reform Law, covering chain of custody, the awarding of

contracts, community benefits and forest conservation issues. In addition, the Mission, in coordination with the United Nations country team, will support the sustainable development framework in the area of natural resources, as outlined in the poverty reduction strategy and the United Nations Development Assistance Framework, by providing technical and capacity support to the Government. Through the county support team mechanism, the Mission will continue to assist in building and strengthening the capacity of local government in the counties through continued support for the implementation of the county development agendas and the decentralization policy.

56. Working closely with the Liberian Government and the United Nations country team, the Mission will continue to promote reintegration and reconciliation at the community level. This will include the promotion of livelihood initiatives for young people, ex-combatants and war-affected persons. The Mission will also continue to follow up on reintegration efforts and remaining security challenges related to former fighting forces and other groups. Working with UNOCI and UNDP, the Mission will monitor developments that could threaten peace and stability and will work with the United Nations country team to align programming in this regard.

57. Through the Humanitarian Coordinator's Support Office, the Mission will support the work of United Nations agencies, funds and programmes to ensure coordination among key stakeholders in monitoring residual humanitarian needs and mobilizing resources to support the National Action Plan for Disaster Risk Reduction and, more recently, an emergency humanitarian action plan for Liberia in response to the influx of Ivorian refugees. The Mission will assist in building emergency preparedness capacity at both the national and county levels.

58. As part of its mandate to mainstream gender perspectives and to implement Security Council resolution 1325 (2000) on women and peace and security, the Mission will continue to support the Government in improving the mechanisms for gender mainstreaming at the institutional, national and county levels, and in integrating gender into the 2011 electoral process and the long-term visioning process, including national reconciliation. The Mission will also continue to proactively engage in and foster a culture of best practices in all areas relating to peace consolidation.

59. The peace consolidation component will comprise the Mission's planned activities with respect to political affairs; civil affairs, including humanitarian, rehabilitation, reintegration and recovery efforts; and the Office of Gender Affairs. In the context of "delivering as one", the Mission will work in close partnership with the United Nations agencies, funds and programmes and will provide support for projects of the Peacebuilding Commission, as requested. The Mission will also collaborate with the World Bank, the European Union, the Economic Community of West African States (ECOWAS) and the international community in general in support of the Government of Liberia.

Expected accomplishments	*Indicators of achievement*
2.1 Consolidation of national authority throughout the country	**2.1.1 Maintain a consistent level of participation by Government ministries/agencies in monthly poverty reduction strategy county development coordination meetings at the county level for the national consolidation of State authority (2008/09: 60 per cent; 2009/10: 80 per cent; 2010/11: 85 per cent; 2011/12: 85 per cent)** **2.1.2 Land Commission five-year programme (2011-2016) is fully funded and implemented** **2.1.3 Establishment of county and district peace committees mediating local conflicts and building peace (2010/11: 20; 2011/12: 40)** **2.1.4 National Action Plan for Disaster Risk Reduction is enacted into law by the Legislature, and a national disaster management commission is established** **2.1.5 County-specific mechanisms and action plans for disaster risk reduction are in place in all 15 counties**

Outputs

- **Provision of weekly advice and support through the United Nations county support team, with Government line ministries and agencies responsible for planning and implementing local administration and governance (Ministry of Internal Affairs, Civil Service Agency and Ministry of Planning and Economic Affairs), economic revitalization (Ministry of Finance, General Auditing Commission, Ministry of Agriculture, Forestry Development Authority and Ministry of Lands, Mines and Energy) and basic services and cross-cutting issues (Ministry of Education and Ministry of Youth and Sports, among others) at the national and county/district levels**
- **Provision of weekly support to county administrations in capacity-building and the identification of facilities to be rehabilitated/constructed in the districts, including advocacy for funds through the United Nations county support team mechanism**
- **Facilitation of monthly consultative meetings of peace and reconciliation committees established in the 15 counties, to address issues related to conflict and reconciliation**
- **Provision of weekly advice to key institutions at the central and county levels on additional development and implementation mechanisms aimed at the proper utilization of natural resources such as diamonds, gold, timber and rubber. This includes compliance with the Kimberley Process Certification Scheme for diamonds and the National Forestry Reform Law, covering chain of custody, the awarding of contracts, community benefits and forest conservation**
- **Engagement of civil society through monthly and quarterly dialogues, consultations, participatory processes, civil society forums and structures, and organizational development, and coordination of their participation in the poverty reduction strategy or any subsequent local-level mechanism/county development agenda, in collaboration with the United Nations country team**
- **Provision of advice to and monitoring of Land Commission activities, through weekly meetings and joint land conflict analysis and response**

- Organization of special coordination meetings by the Special Assistant to the Humanitarian Coordinator on disaster risk reduction, contingency planning and emergency preparedness and operational security updates for humanitarian actors
- Provision of advice and support to the National Disaster Relief Commission of the Ministry of Internal Affairs, along with UNDP, for the preparation of the national action plan (policy document, needs assessment and operational guide) to be presented to the Cabinet for approval prior to its enactment into law by the Legislature to establish the proposed national disaster management commission as an independent agency of the Government
- Facilitation of the planning and organization of awareness-raising and training workshops for local authorities, the county chapters of the Liberian Red Cross Society, the Liberia Refugee Repatriation and Resettlement Commission, non-governmental organizations and other actors, on the development of county-specific contingency plans, as needed, for natural disasters and other identified risks (such as cross-border population movements)

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the establishment of good governance	2.2.1 Establishment of the legal framework for the elections
	2.2.2 Successful conduct of the 2011 presidential and legislative elections, including the national referendum
	2.2.3 A minimum of 50 per cent participation by women in voter registration, as set by the Government
	2.2.4 A minimum of 30 per cent women candidates on all political party lists for the 2011 elections
	2.2.5 National vision "Liberia Rising 2030" document, a planned successor to the poverty reduction strategy, validated and launched by the President

Outputs

- Regular weekly meetings and consultations with key political actors, including political parties and candidates, on political issues and other aspects related to the successful conduct of the 2011 presidential and legislative elections, including the national referendum
- Weekly meetings with the National Elections Commission and other stakeholders to ensure effective technical preparations, such as voter registration, electoral districting, voter sensitization, ballot design and security operations, for the conduct of the 2011 presidential and legislative elections, including the national referendum
- Support for the National Elections Commission in facilitating regular weekly meetings of the Inter-Party Consultative Committee, as a consultative and conflict-resolution mechanism between the Commission and major stakeholders, on processes and procedures for the conduct of the presidential and legislative elections, including the national referendum
- Weekly meeting of the electoral task force, including the National Elections Commission, UNMIL, UNDP, the International Foundation for Electoral Systems and other stakeholders, on the coordination of donor assistance

- Provision of good offices, including through regular weekly meetings with major stakeholders, to resolve potential disputes and contentious issues related to the electoral process, including during the post-election period
- Weekly monitoring of the Legislature and the executive branch on the establishment of the legal framework for the conduct of the elections
- Periodic meetings with the Inter-Party Consultative Committee, which includes the women's legislative caucus, on the integration of women into decision-making positions in the political parties and the achievement of a minimum of 30 per cent women candidates on party lists
- Publication and dissemination of one assessment report on women's participation in the national reconciliation and electoral processes, for national and international stakeholders
- Publication and dissemination of one report on the implementation of national gender mainstreaming and women's empowerment policies and frameworks, for national and international stakeholders
- One consultative forum for 20 participants on national governance processes
- Provision of support and advice for the monthly consultative meetings of the Governance Commission and the Ministry of Planning and Economic Affairs on national visioning processes

Expected accomplishments	*Indicators of achievement*
2.3 Progress in the rehabilitation and reintegration of war-affected populations in host communities	2.3.1 Increase in the number of war-affected young people participating in community-based recovery programmes (2007/08: 0; 2008/09: 500; 2009/10: 1,100; 2010/11: 1,500; 2011/12: 2,000)

Outputs

- Monitoring, through monthly field visits and assessments as well as bimonthly (twice per month) meetings and information exchanges with local authorities, of remaining high-risk groups posing a threat to the consolidation of the peace process
- Conduct semi-annual joint monitoring visits with the Joint Mission Analysis Cell, UNDP and UNOCI to address cross-border reintegration issues
- Provision of advice to Government authorities on monitoring and designing policies through bimonthly (twice per month) meetings, mobilization of resources to address assessed residual reintegration and reconciliation challenges, and provision of support and advocacy for the creation of short-term and sustainable employment in communities to promote stability, anchor the reintegration of war-affected populations and accelerate local reconciliation and recovery
- Monthly meetings with the Government of Liberia, the United Nations country team and international partners to facilitate the transition from community reintegration efforts to the development phase
- 10 quick-impact projects to support peace consolidation, based on needs assessment and Mission priorities

External factors

Political will on the part of the Government to address corruption; donors will provide funds to support initiatives for peace consolidation

Table 3
Human resources: component 2, peace consolidation

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator									
Approved posts 2010/11	1	—	3	2	3	9	2	2	13
Proposed posts 2011/12	1	—	5	1	3	10	2	2	14
Net change	—	—	2	(1)	—	1	—	—	1
Political Planning and Policy Section									
Approved posts 2010/11	—	1	9	4	3	17	1	4	22
Proposed posts 2011/12	—	1	9	4	2	16	2	4	22
Net change	—	—	—	—	(1)	(1)	1	—	—
Recovery, Rehabilitation and Reintegration Section									
Approved posts 2010/11	—	—	5	2	2	9	7	1	17
Proposed posts 2011/12	—	—	2	2	2	6	7	1	14
Net change	—	—	(3)	—	—	(3)	—	—	(3)
Civil Affairs Section									
Approved posts 2010/11	—	1	19	16	6	42	31	20	93
Proposed posts 2011/12	—	1	19	16	5	41	31	20	92
Net change	—	—	—	—	(1)	(1)	—	—	(1)
Gender Adviser Unit									
Approved posts 2010/11	—	—	1	1	—	2	5	2	9
Proposed posts 2011/12	—	—	1	1	—	2	5	2	9
Net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Adviser Unit									
Approved posts 2010/11	—	—	1	—	—	1	4	2	7
Proposed posts 2011/12	—	—	1	—	—	1	4	2	7
Net change	—	—	—	—	—	—	—	—	—
Electoral Assistance Unit									
Approved posts 2010/11	—	—	—	—	—	—	—	—	—
Proposed posts 2011/12	—	—	—	—	—	—	—	20	20
Net change	—	—	—	—	—	—	—	20	20
Approved temporary positions 2010/11	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2011/12[b]	—	—	2	4	—	6	—	—	6

Civilian staff	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Net change	—	—	2	4	—	6	—	—	6
Subtotal									
Approved posts 2010/11	—	—	—	—	—	—	—	—	—
Proposed posts 2011/12	—	—	2	4	—	6	—	20	26
Net change	—	—	2	4	—	6	—	20	26
Total									
Approved posts 2010/11	1	2	38	25	14	80	50	31	161
Proposed posts 2011/12	1	2	39	28	12	82	51	51	184
Net change	—	—	1	3	(2)	2	1	20	23

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net increase of 2 general temporary assistance positions (reassignment of 2 P-4 posts to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator; establishment of 1 P-5, 1 P-4 and 4 P-3 general temporary assistance positions in the Electoral Assistance Unit, offset by the reassignment of 1 P-3 post from the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator; reassignment of 3 posts (1 P-5 and 2 P-4) from the Recovery, Rehabilitation and Reintegration Section; redeployment of 1 Field Service post to the Communication and Public Information Office; and conversion of 1 Field Service post to a national General Service staff post in the Political Planning and Policy Section

National staff: increase of 1 post (conversion of 1 Field Service post to a national General Service staff post)

United Nations Volunteers: increase of 20 positions

Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator

International staff: net increase of 1 post (reassignment of 1 P-4 post from the Office of the Director of Mission Support and 1 P-4 post from the Joint Logistics Operations Centre, and 1 P-3 post to the Office of the Director of Mission Support)

60. In order to provide effective support to field offices, a field support team was established in the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator with a view to supporting and facilitating the work of 15 county offices so as to ensure consistency between Mission headquarters and field offices and to enhance the ability of the United Nations to "deliver as one". The work of the team has been facilitated through posts on loan from other Mission offices. In this connection, with a view to the regularization of the work of the team, it is proposed that the Office of the Deputy Special Representative, with its current staffing establishment of 13 posts

(1 Assistant Secretary-General, 2 P-5, 1 P-4, 2 P-3, 3 Field Service, 1 National Officer, 1 national General Service staff and 2 United Nations Volunteers) be strengthened with an additional P-4 post of Special Adviser, which will be accommodated through the reassignment of a P-4 post from the Office of the Director of Mission Support. Moreover, in view of the broad scope and nature of the work of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator, it is proposed that the post of Special Assistant to the Deputy Special Representative be reclassified from the P-3 to the P-4 level, which will be accommodated through the reassignment of 1 P-4 post from the Joint Logistics Operations Centre. It is also proposed that 1 P-3 post (formerly of the Special Assistant) be reassigned to the Office of the Director of Mission Support.

Political Planning and Policy Section

International staff: decrease of 1 post (conversion of 1 Field Service post to 1 national General Service post)

National staff: increase of 1 post (establishment of 1 national General Service post through the conversion of 1 Field Service post)

61. Pursuant to General Assembly resolution 65/248, it is proposed that one Field Service post of Administrative Assistant be converted to a national General Service staff post.

Recovery, Rehabilitation and Reintegration Section

International staff: decrease of 3 posts (reassignment of 1 P-5 and 2 P-4 posts to the Office of the Special Representative of the Secretary-General)

62. The Recovery, Rehabilitation and Reintegration Section, which currently comprises 17 posts (1 P-5, 4 P-4, 1 P-3, 1 P-2, 2 Field Service, 3 National Officer, 4 national General Service staff and 1 United Nations Volunteer), supports the Mission's efforts with respect to the reintegration of war-affected persons, employment creation, the rehabilitation of vital infrastructure and the furthering of Liberia's economic and social recovery, in particular at the community level. In this context, the Section supported the implementation of the national disarmament, rehabilitation and reintegration programme, which was completed in July 2009, and has been following up on residual reintegration tasks. In the context of the completion of the programme and the recent drawdown of the Mission, it is proposed that 3 posts, comprising 1 P-5 and 2 P-4 posts, be reassigned to the Office of the Special Representative of the Secretary-General.

Civil Affairs Section

International staff: decrease of 1 post (redeployment of 1 Field Service post to the Communications and Public Information Office)

63. The Civil Affairs Section, with its current staffing establishment of 93 posts (1 D-1, 2 P-5, 17 P-4, 16 P-3, 6 Field Service, 14 National Officer, 17 national General Service staff and 20 United Nations Volunteers), supports the extension and consolidation of State authority throughout the country, including the effective management of natural resources with respect to the implementation of the national forestry law, the development of guidelines for and the institutionalization of

benefit-sharing with local communities, and the re-establishment of authority over all rubber plantations. In addition, the Section assists in the formulation of programmes relating to the reintegration and reconciliation of victims and perpetrators of war and in peacebuilding and conflict resolution, as well as in the capacity-building of civil society organizations. In the context of the reorganization of the Section on the basis of the 15 counties, with greater reliance now being placed on national staff, it is proposed that 1 Field Service post be redeployed to the Communications and Public Information Office.

Electoral Assistance Unit

International staff: increase of 6 positions (establishment of 1 P-5, 1 P-4 and 4 P-3 general temporary assistance positions)

United Nations Volunteers: increase of 20 positions

64. The Security Council, by its resolution 1938 (2010), authorized UNMIL to assist the Liberian Government, as requested, with the 2011 general presidential and legislative elections by providing logistical support, in particular to facilitate access to remote areas, coordinating international electoral assistance, and supporting Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections. The Liberian presidential and legislative elections are currently scheduled for October 2011. However, the National Elections Commission has proposed that the national referendum be held on 23 August 2011. If approved, this would shift the date for the elections to the second Tuesday of November 2011.

65. In order to facilitate the efficient and effective implementation of the electoral mandate of the Mission, the establishment of an Electoral Assistance Unit is proposed. The Unit will report directly to the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator. This will facilitate close coordination and collaboration with UNDP, which is responsible for providing technical assistance to the Liberian electoral institutions. The Electoral Assistance Unit will comprise 26 temporary positions, including 6 international general temporary positions, for a Senior Legal Adviser (P-5), a Chief Operations Officer (P-4), an External Relations/Observer Liaison Officer (P-3) and 3 Regional Coordination Officers (P-3), along with 20 Election Specialists (United Nations Volunteers).

66. Accordingly: (a) the Senior Legal Adviser will be responsible for overseeing the electoral team and will focus on the electoral legal framework, in particular complaints, as well as reinforce the legal advisory capacity of UNDP in providing technical assistance to the National Elections Commission, draft non-papers for the leadership of the Mission and provide briefings to stakeholders; (b) the Chief Operations Officer will coordinate the 20 United Nations Volunteers in the counties, will serve as the focal point for coordination with the UNDP elections team and the focal point for the Mission on election-related matters and will act as Officer-in-Charge in the absence of the Senior Legal Adviser; (c) the External Relations/Observer Liaison Officer will assist the Chief Operations Officer in coordinating with the UNDP elections team, will draft daily and weekly reports compiled from information provided by United Nations Volunteers in the field, and will assist UNDP with observer teams and accreditation; (d) the Regional Coordination Officers will be based in three regional offices, will be responsible for identifying and coordinating UNMIL resources for elections support in their

respective areas of responsibility, and will work with the Head of Regional Offices in redeploying and prioritizing logistical resources for electoral support, as well as with United Nations Volunteers in the Electoral Assistance Unit to ensure effective support for the National Elections Commission; and (e) the United Nations Volunteers will be deployed in 19 locations throughout the country to assist their counterparts in drafting county-level operational and logistical plans related to the deployment and retrieval of electoral materials, as well as assist in the recruitment, training and payment of polling staff and in the implementation of a voter education campaign. One Volunteer will assist with public information and outreach strategy in the capital.

Component 3: rule of law

67. The rule-of-law component will continue to support the implementation of the national strategic plans for the Ministry of Justice, the judiciary, the Legislature, the Liberia National Police, the Bureau of Immigration and Naturalization, and the Bureau of Corrections and Rehabilitation, and continue to focus on strengthening the capacities of rule-of-law institutions and mechanisms. The support will be aimed at strengthening and improving the delivery of and access to justice, including through the mentoring of actors in the justice sector. The Mission's rule-of-law pillar will continue to provide technical and advisory support to the judiciary, the Ministries of Justice and Internal Affairs and the Law Reform Commission in policymaking and implementation processes, including with a view to the harmonization of formal and traditional justice systems, legislative and constitutional reform and addressing the challenge of sexual and gender-based violence. The pillar will also continue to extend technical and training support to the Legislature for the effective discharge of its constitutional functions.

68. UNMIL will continue to support the Bureau of Corrections and Rehabilitation in developing the Liberian corrections system in accordance with international standards and practices. The main focus will be to assist the Bureau in improving the operationalization of existing procedures and integrating appropriate policies into the management of more humane and secure corrections facilities. Emphasis will be on in-service training to enhance skills needed for national ownership and sustainability.

69. Moreover, the Mission will focus on building national capacity to monitor, report on and advocate compliance with human rights standards in policy, law and practice, and will target four key areas: the Independent National Commission on Human Rights, a human-rights-based approach, the National Human Rights Action Plan, and increasing the effectiveness of human rights civil society organizations. UNMIL will continue its efforts to ensure that child protection and gender are increasingly and consciously mainstreamed across its programming, with the aim of fostering a culture of adherence to international human rights standards in all areas relating to the rule of law.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the protection of human rights, fundamental freedoms and national reconciliation in Liberia	**3.1.1 Independent National Commission on Human Rights makes progress towards compliance with the Paris Principles (2010/11: 70 per cent compliance; 2011/12: 85 per cent compliance)**
	3.1.2 Establishment of follow-up mechanisms enabling the Commission to monitor the implementation of Truth and Reconciliation Commission recommendations
	3.1.3 Implementation and regular review of progress made by the Government, in collaboration with civil society organizations, on the National Human Rights Action Plan and recommendations of the Human Rights Council within the framework of the universal periodic review, in accordance with the review timetable specified in the Action Plan (2010/11: 1 Government and 1 civil society review; 2011/12: implementation of 2 joint reviews by the Government and civil society)
	3.1.4 Increased adoption and institutionalization of a human-rights-based approach to the development, implementation and monitoring of Government laws, plans and policies as well as United Nations and UNMIL programmes and practices (2010/11: 4 laws/plans/policies developed and 2 implemented; 2011/12: 4 laws/plans/policies developed and 4 implemented)
	3.1.5 Civil society organizations monitor the human rights situation across Liberia and issue reports to the general public containing recommendations (2010/11: 4 civil society human rights reports issued; 2011/12: 4 civil society human rights reports issued)
	3.1.6 Government develops and validates a national strategy for the implementation of the Convention on the Rights of Persons with Disabilities, in collaboration with the National Commission on Disabilities and civil society

Outputs

- **Provision of advice and technical assistance, including through 4 capacity development training sessions, and regular monthly meetings with Commissioners and staff of the Independent National Commission on Human Rights on the Commission's implementation of the mandate set out in and compliance with the Paris Principles**
- **Monitoring and reporting leading to the provision of advice, through quarterly meetings with the Government, the Independent National Commission on Human Rights, civil society organizations and human rights clubs in schools, on the implementation of the recommendations of the Truth and Reconciliation Commission**

- Provision of advice and technical assistance, through quarterly meetings with relevant Ministries of the Government and civil society groups, on implementing and reporting on the National Human Rights Action Plan and following up on recommendations resulting from the universal periodic review
- Provision of 3 working sessions for Legislature members and staff to increase advocacy capacity with regard to the ratification and domestication of international human rights instruments
- Provision of advice and technical assistance through quarterly meetings with the Ministry of Justice and the Office of the Chief Justice to enhance adherence to the rule of law and ensure the application of international human rights law
- Provision of technical advice, monitoring and impact assessment with respect to the training provided by human rights instructors of the Liberian National Police, the Bureau of Immigration and Naturalization, and the Armed Forces of Liberia
- Organization of 2 2-day workshops and follow-up monthly meetings on issues related to juvenile justice
- Provision of 30 capacity-building sessions (15 counties x 2 sessions each) with local monitoring, protection and advocacy networks, including civil society groups, traditional authorities, human rights clubs and local communities, to reinforce nationwide sustainable human rights promotion and protection activities
- Provision of 60 community outreach sessions (15 counties x 4 sessions each) and 30 town-hall meetings (15 counties x 2 per county) with local authorities, civil society organizations and human rights clubs on a human-rights-based approach to gender and disability sensitivity, the poverty reduction strategy and county development agendas
- Provision of technical assistance to the Ministry of Health and Social Welfare and the Union of Liberian Orphanages relating to de-institutionalization, the prevention of the recruitment of children into orphanages and the promotion of compliance with relevant human rights standards
- Provision of technical assistance, through coaching and regular quarterly meetings with directors and staff of the National Commission on Disabilities, on the implementation of its mandate
- Organization of 1 4-day capacity development workshop and provision of technical advice to national authorities and civil society organizations through monthly meetings relating to the design and validation of a national strategy for the implementation of the Convention on the Rights of Persons with Disabilities
- Provision of technical advice and assistance to national authorities with a view to promoting and monitoring the implementation of recommendations made in three human rights reports issued by the Mission

Expected accomplishments	*Indicators of achievement*
3.2 Strengthening of the legal, judicial and correctional systems in Liberia	3.2.1 The Law Reform Commission reviews major statutes that are inconsistent with the Constitution and international norms, and makes related recommendations (2010/11: 5 reviews; 2011/12: 5 reviews)
	3.2.2 Increase in the number of non-lawyers trained (2010/11: 30; 2011/12: 100)
	3.2.3 Increase in the number of paralegal services established in the counties in accordance with policy and strategy (2010/11: 10 counties; 2011/12: 15 counties)

3.2.4 Increase in the number of cases adjudicated by the circuit courts annually (2007/08: 135; 2008/09: 200; 2009/10: 200; 2010/11: 303; 2011/12: 400)

3.2.5 Finalization of policy options for the harmonization of statutory and traditional justice systems by the Government for subsequent legislative review and the enactment of legislation

3.2.6 Establishment of accountability frameworks within the judiciary and the Ministry of Justice

3.2.7 Government audits the implementation of updated national standard operating procedures in 15 corrections facilities to determine readiness for transition

3.2.8 In-service training conducted by national corrections officers (2010/11: 12 officers; 2011/12: 22 officers)

Outputs

- Provision of advice, in writing and through monthly meetings, to the Law Reform Commission on legislative review, legal research and legislative drafting
- Provision of advice, in writing and through monthly meetings, to the Ministry of Internal Affairs on the review of the Hinterland Regulations
- Provision of technical assistance by means of co-location and advice, in writing and through monthly meetings, to the Legislature on legislative review, legal research and legislative drafting
- Provision of technical assistance by means of co-location and advice, in writing and through weekly meetings, to the judiciary on the Public Defender, record-keeping and case management
- Provision of technical assistance by means of co-location and advice, in writing and through weekly meetings, to the Ministry of Justice on prosecutions and case review, including rape cases, record-keeping and case management, codification, litigation, legal advisory services, contracts and agreements, and immigration
- Provision of advice, in writing and through monthly meetings, to the Louis Arthur Grimes Law School, the Liberian National Bar Association and members of civil society involved in rule-of-law projects on the coordination and development of justice sector reforms, including the development of paralegal programmes, in collaboration with the United Nations Office on Drugs and Crime, the Paralegal Advisory Service and Penal Reform International
- Provision of advice, in writing and through monthly meetings with national partners and stakeholders, in collaboration with the United States Institute of Peace and the Carter Centre, on the compilation and implementation of some of the recommendations made at the national conference on enhancing access to justice, with a view to developing policy options for the Government on harmonizing customary and statutory justice systems
- Monitoring of legal and judicial institutions on a daily basis, including conducting analyses of the justice system, identifying legal and judicial issues for redress, and preparing quarterly end-of-court-term reports to be shared with the Government

- Provision of assistance to the Judicial Training Institute and the Ministry of Justice in training and conducting workshops to build the capacities of judges, magistrates, sheriffs, court bailiffs and clerks, public defenders, prosecutors, and instructors at the Liberia National Police Training Academy
- Provision of advice, in writing and through bimonthly meetings, to the governance and rule-of-law pillar (and occasional meetings with the Government institutions and ministries that fall under the pillar) on the coordination and development of justice sector reforms
- Provision of technical assistance by means of co-location and advice, in writing and through weekly meetings, to the Ministry of Justice (sexual and gender-based violent crime unit) on prosecutions and the management of rape cases
- Provision of technical advice, through monthly meetings and co-location at correctional facilities, on the operationalization of standard operating procedures for the management and security of prisoners
- Conduct of basic, advanced and certification train-the-trainers courses (1 each) for 12 corrections officers in a 3-phase programme on training skills and corrections subjects including active learning techniques, lesson planning, presentation skills, group dynamics, problem-solving, training methods and observation skills
- 12 additional national trainers trained by the Corrections Advisory Unit to conduct in-service training at 15 facilities
- Review and update the master plan for the Bureau of Corrections and Rehabilitation in the development of corrections facilities with regard to structural design, including reviewing and updating on paper the drawings of the prison building plans
- Provision of technical advice through co-location, at correctional facilities with agricultural programmes, of 3 mentors with expertise in agriculture to support the implementation of the Bureau of Corrections and Rehabilitation strategic plan for prisoner rehabilitation
- Monitoring of 15 prisons through monthly visits to supervise mentors and monitor the implementation of institutional policies
- 30 quick-impact projects to strengthen the rule-of-law infrastructure, including the rehabilitation or reconstruction of police stations, correctional facilities, magistrate courts, immigration offices and border posts. In order to identify projects of priority, a needs assessment will be conducted before the end of the current fiscal year
- Provision of 1 assessment report, on women's participation in the corrections, legal and judicial sector institutions, for the Government and national and international stakeholders

External factors

Independent National Commission on Human Rights is allocated sufficient resources to implement its mandate throughout Liberia; Commission maintains its independence; Commission and national authorities, including line ministries and the security sector, can build an effective working relationship to ensure that the Commission's recommendations are implemented; Government and civil society continue to participate fully in the Steering Committee on the National Human Rights Action Plan. Collaboration among the Legislature, the Ministry of Justice, the Liberia National Police and other stakeholders to ensure smooth operations in the human rights and criminal justice sectors. Political will on the part of the Government to improve the fiscal situation in the rule-of-law sector to allow for increased budgetary allocation, including donor support

Table 4
Human resources: component 3, rule of law

Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Deputy Special Representative of the Secretary-General (Rule of Law)									
Approved posts 2010/11	1	—	3	—	2	6	1	1	8
Proposed posts 2011/12	1	—	3	—	1	5	2	1	8
Net change	—	—	—	—	(1)	(1)	1	—	—
Corrections and Prison Advisory Service									
Approved posts 2010/11	—	—	4	—	2	6	3	4	13
Proposed posts 2011/12	—	—	4	—	2	6	3	4	13
Net change	—	—	—	—	—	—	—	—	—
Legal and Judicial System Support Division									
Approved posts 2010/11	—	1	6	5	1	13	25	6	44
Proposed posts 2011/12	—	1	6	5	1	13	25	6	44
Net change	—	—	—	—	—	—	—	—	—
Human Rights and Protection Section									
Approved posts 2010/11	—	1	6	13	2	22	17	6	45
Proposed posts 2011/12	—	1	6	13	2	22	17	6	45
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved posts 2010/11	1	2	19	18	7	47	46	17	110
Proposed posts 2011/12	1	2	19	18	6	46	47	17	110
Net change	—	—	—	—	(1)	(1)	1	—	—

[a] Includes National Officers and national General Service staff.

International staff: decrease of 1 Field Service post (conversion of 1 Field Service post to a national General Service staff post)

National staff: net increase of 1 post (conversion of 1 Field Service post to a national General Service staff post and reclassification of 1 national General Service staff post to a National Officer post)

Office of the Deputy Special Representative of the Secretary-General (Rule of Law)

International staff: decrease of 1 post (conversion of 1 Field Service post to a national General Service post)

National staff: increase of 1 post (establishment of 1 national General Service post through the conversion of a Field Service post)

70. Pursuant to General Assembly resolution 65/248, it is proposed that one Field Service post of Administrative Assistant be converted to a national General Service staff post.

Human Rights and Protection Section

National staff: no net change (reclassification of 1 national General Service staff post to the National Officer level)

71. The Human Rights and Protection Section, with a current staffing complement of 45 posts (1 D-1, 1 P-5, 5 P-4, 4 P-3, 9 P-2, 2 Field Service, 7 National Officer, 10 national General Service staff and 6 United Nations Volunteer), is focused on building sustainable national human rights capacity with a range of governmental and civil society partners in all 15 counties of Liberia. The Section also monitors and reports on, and conducts capacity-building in, the area of human rights. The Section works within the Mission as well as with United Nations agencies, funds and programmes to ensure the adoption and implementation of a human-rights-based approach. One of the most critical tasks of the Mission is to provide support to the Independent National Commission on Human Rights, whose establishment was delayed until September 2010. Owing to the delayed establishment of the Commission, the support of the Section must be delivered within a shorter time frame than originally envisaged, which requires that the Mission invest more resources in its programme of support. Indeed, the process of making the Commission fully functional throughout the country demands sustained commitment. In this context, it is proposed that one national General Service staff post be reclassified to the National Officer level for a Human Rights Officer. The incumbent will coordinate the Section's support for the Independent National Commission on Human Rights and provide advice to the Mission, United Nations agencies and donors on actions necessary to consolidate support on a sustainable basis. The incumbent will also work to support the creation and maintenance of a strong and effective partnership between the Commission and civil society stakeholders, including traditional leaders, including by engaging human rights clubs in schools, facilitating links between the Commission and the nation's young people, and ensuring the incorporation of information concerning the Commission into peace, citizenship and human rights education in schools, as well as working with the Section's staff across Liberia so that their engagement with and support for the Commission and its stakeholders at the local level are coordinated and effective.

Component 4: support

72. UNMIL will continue its participation in the pilot project aimed at improving the presentation of the results-based-budgeting frameworks for its support component. Accordingly, the framework set out below presents the indicators of achievement and relevant outputs related to service improvements. The standard

support outputs and Mission-specific non-standard or specialized outputs are presented in tables 5 and 6, reflecting two comparative periods.

73. Effective and efficient administrative, logistical and security services support will be provided to military and civilian personnel in the conduct of their mandated activities. Of critical importance for the 2011/12 financial period will be the provision of logistical support for the general presidential and legislative elections slated to be held in October-November 2011, as well as the referendum to be held in August 2011, as mandated by the Security Council. In this regard, the Mission will provide aviation and ground transport support with respect to the airlifting of electoral materials, transporting United Nations police and military personnel to various counties of the country to enhance security and monitor the environment before and after the elections.

74. The Mission plans to rehabilitate and repair its facilities and infrastructure that were damaged as a result of the severe climatic conditions during the rainy season, to ensure an acceptable working environment for all camps and premises. In this connection, the Mission will undertake the planned replacement of leaking and deteriorated prefabricated facilities, including accommodation units, ablution units and storage structures; maintenance services on all United Nations premises; the paving and repair of roads, airstrips and helipads to ensure that all supply routes remain open; and the improvement of waste management through the incineration of all medical waste and other toxic waste that can be easily treated while, at the same time, treating fuel waste through the construction of kilns at various UNMIL locations. The Mission will also continue to improve road safety by training all new personnel in all-terrain driving and by conducting road safety campaigns on a regular basis. In addition, the Mission will continue to identify efficiencies in all its operations and, as a matter of priority, ensure that, wherever possible, air assets are shared with other missions in order to lower guaranteed rental costs.

75. Furthermore, the Mission will provide medical services through the various levels of clinics and hospitals spread over the Mission's area of operations; medical evacuations into and out of the Mission; and HIV/AIDS counselling and testing services, including post-exposure prophylaxis, whenever necessary. The supply and resupply of rations to the troops and information technology and communications services will be enhanced through the installation of faster, more accessible Internet services. Regular support will also be provided to all personnel in terms of the information technology infrastructure, and continuous communications linkages will be prioritized owing to the electoral environment, with an increased need to ensure that all United Nations personnel are secure and to communicate information about the environment in the various counties.

76. The Mission's public information programme will continue to promote and publicize Mission activities, priorities and events and to work with the Government and other national and international partners to promote their own progress and programmes. As Liberia prepares for the presidential and legislative elections in October-November 2011, increasing demands will be placed on the Mission to focus its activities on encouraging the public to participate in the elections, reassuring the local population as to their safety and security, and increasing awareness about the One United Nations Initiative.

Expected accomplishment	*Indicators of achievement*
4.1 Effective and efficient logistical, administrative and security support for the Mission	**4.1.1 Reduction in the proportion of accounts receivable outstanding for more than 12 months to the total balance of account receivables at the end of the financial year, through continuous ageing analysis and proactive and rigorous follow-up with regard to funds owed to the Organization (2009/10: 9 per cent; 2010/11: not available; 2011/12: 5 per cent)**
	4.1.2 Disposal of written-off equipment within 180 days of approval for destruction as scrap and 180 days for commercial sale
	4.1.3 Expedite the process of writing off non-functional generator sets to reduce quantities in stock to a maximum 25 per cent stock ratio (2008/09: 340 per cent; 2009/10: 336 per cent; 2010/11: not available; 2011/12: 25 per cent)
	4.1.4 Increased environmental mitigation through the building of 10 kilns to treat/burn fuel waste at 10 UNMIL locations and of 5 fuel containment sheds (fuel waste treatment facilities: 2009/10: 0; 2010/11: 0; 2011/12: 10; fuel containment and generator sheds: 2009/10: 0; 2010/11: 0; 2011/12: 5)
	4.1.5 Increased map production and distribution in support of the elections (2010/11: 4,800; 2011/12: 6,600)
	4.1.6 Maintain publication of e-passenger manifest by 1500 hours (instead of 1630 hours) daily
	4.1.7 Zero incidents of fuel shortage for running generators, vehicles, vessel and aircraft, achieved through the daily monitoring of fuel storage, including the management of strategic reserves of 2 million litres of diesel fuel and 600,000 litres of aviation fuel
	4.1.8 Reduction in the number of major car accidents (accidents with a repair cost of more than $500) (2007/08: 66; 2008/09: 51; 2009/10: 46; 2010/11: 50; 2011/12: 45)
	4.1.9 Increase in the vehicle availability rate (2007/08: 70 per cent; 2008/09: 85 per cent; 2009/10: 85 per cent; 2010/11: 88 per cent; 2011/12: 90 per cent)
	4.1.10 Installation of intelligent bandwidth allocation (prioritized access to the Internet for business purposes), which will minimize Internet restrictions for UNMIL personnel at all times

4.1.11 Increase of terrestrial access to the Internet from 10 Mbs to 16.5 Mbs, resulting in support for additional sites, achievement of faster connectivity and prevention of system interruptions

4.1.12 Increase in the percentage of calls to the Communications and Information Technology Section service desk that are resolved within 1 hour of the receipt of the call (2007/08: 63 per cent; 2008/09: 85 per cent; 2009/10: 90 per cent; 2010/11: 80 per cent; 2011/12: 85 per cent)

4.1.13 Increase in wireless system coverage of all UNMIL facilities and residences (2009/10: 60 per cent; 2010/11: 80 per cent; 2011/12: 90 per cent)

4.1.14 Increased number of field visits and inspections of worksites to reinforce the implementation of environmental regulations (environmental policy, standard operating procedures and risk disaster preparedness plan) (2009/10: 13; 2010/11: 80; 2011/12: 80)

4.1.15 Maintain 100 per cent compliance with minimum operating security standards for all United Nations premises and facilities in all 15 counties of Liberia

4.1.16 Maintain 100 per cent compliance with minimum operating residential security standards for living accommodations of 1,535 international personnel, comprising 527 international staff, 257 United Nations Volunteers, 133 military observers, 88 staff officers, 498 United Nations police officers and 32 corrections officers

4.1.17 Reduction in the average number of occupational injuries per month requiring medical treatment (2006/07: not available; 2007/08: 14; 2008/09: 7; 2009/10: not available; 2010/11: 5; 2011/12: 3)

4.1.18 Reduction in the number of allegations of sexual exploitation and abuse, through prevention measures such as training, risk assessment, curfew, declaration of off-limits establishments, and outreach (2008/09: 15 allegations; 2009/10: 29 allegations; 2010/11: 17 allegations; 2011/12: 16 allegations)

4.1.19 65 per cent of purchase orders for requisitions funded in the acquisition plan raised by the end of the second quarter of the financial year (2009/10: 65 per cent; 2010/11: 60 per cent; 2011/12: 65 per cent)

4.1.20 Increased client satisfaction with the quality of health care in remote areas as measured by follow-up evaluation forms, with more than 60 per cent giving an "excellent" rating and 35 per cent a "very good" rating

4.1.21 Improved gender distribution at all grade levels (2009/10: 33 per cent female international staff; 2010/11: 36 per cent female international staff; 2011/12: 38 per cent female international staff)

4.1.22 Increased percentage of female participants in Integrated Mission Training Centre national staff capacity-building projects (2009/10: 33 per cent; 2010/11: 35 per cent; 2011/12: 38 per cent)

Outputs

- **More frequent analysis of accounts receivable ageing and follow-ups to clear outstanding receivables**
- **Establishment of a property sales regime and of effective Local Property Survey Board review meetings, held at least once a month**
- **Assignment of clear responsibility to staff in the Engineering Section to coordinate with the Local Property Survey Board and other offices concerned to expedite the process of writing off non-functional generator sets in order to reach the target of a maximum 25 per cent ratio of units in stock**
- **Construction of 10 kilns to burn fuel waste and 5 fuel/generator sheds to contain fuel waste**
- **Increase in production of maps and their distribution to United Nations agencies, international non-governmental organizations and local government institutions by approximately 75 per cent, from an average monthly distribution of 400 maps to an estimated 700**
- **Mission-wide implementation of the e-passenger manifest system to allow for faster production of the final manifest for publication to the Mission and better tracking of authorization rolls of staff**
- **Provision of various forms of fuel at 25 locations within UNMIL premises, and maintenance of a strategic stock of 600,000 litres of aviation fuel and 2 million litres of diesel fuel for contingency purposes to ensure the availability of fuel at all times**
- **Enhancement of the safe-driving training and testing programme for all types of light and heavy vehicles (including material-handling equipment) to improve skills across the Mission, thereby enhancing the safety and security of staff and assets**
- **Mission-wide implementation of a vehicle maintenance booking system to minimize downtime for routine vehicle maintenance and reduce workshop backlog without compromising the roadworthiness of vehicles**
- **Installation of virtual private network client in 100 per cent of UNMIL computers to permit remote access to UNMIL network**
- **Increase terrestrial access to Internet from 10 Mbs to 16.5 Mbs through microwave enhancement in order to support additional sites and prevent system interruptions**
- **Consolidation of help desk functions and integration with network operations centre, switchboard operator and call centre to provide a "one-stop shop" for all customer service support related to information and communications technology**

- **Implementation of extended wireless system to cover all main UNMIL facilities (conference rooms) and areas, including residences, where 20 or more UNMIL users are present. The expanded coverage will enable Mission staff to access the network from almost anywhere at any time, in particular during emergencies such as civil unrest or pandemics**
- **Monitoring of facilities, operations and disposal activities for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions, and corrective action taken to maximize the environmental sustainability of operations. Monitoring will be carried out through field visits to inspect UNMIL facilities. 20 field visits will be conducted every 3 months, with at least 40 facilities inspected (80 field visits and 160 facilities a year)**
- **Daily security situation reports, weekly assessment reports and quarterly reports on the security situation Mission-wide, as well as the review and updating of security evacuation plans**
- **Provision of security services at 199 guard posts 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia**
- **Completion of minimum operating residential security standards surveys for all international staff, United Nations Volunteers, United Nations police, military observers and staff officers**
- **Monthly workplace inspections in high-risk work areas (construction sites, workshops, warehouses) to assess the effectiveness of the Mission's occupational health and safety programmes**
- **Biweekly occupational health and safety broadcasts/campaigns for staff and contractors**
- **Occupational health and safety training offered to 269 staff and 250 contractors**
- **Intensified induction training programmes provided on demand (number of participants likely to remain at same or lower level as newly arrived staff decrease in number). Number of Mission personnel participating in refresher training courses on the prevention of sexual exploitation and abuse is increased from 2,004 to 2,050. Number of training sessions provided for sexual exploitation and abuse focal points to decrease from 4 to 2 or 3 per year as newly arrived staff decrease in number**
- **Risk assessment visits on welfare and recreation issues to assess the impact of sexual exploitation and abuse will continue to be carried out in all sectors/regions covering deployment locations as a preventive measure**
- **Expedited delivery of goods and services through the monitoring of vendor delivery, with vendors contacted on a weekly basis by means of e-mails and telephone calls**
- **Compilation of a comprehensive list of suitable vendors within all sectors of the Mission for the solicitation of low-value engineering materials**
- **Extension of medical staff coverage in the Mission area and reassignment of medical staff to the sectors following the relocation of level II hospital from Tubmanburg to Harper**
- **Creation of a shortlist template for programme managers to prioritize women candidates with the required experience and qualifications**
- **Implementation of a 10-week certification course on administration for 50 female national staff, in cooperation with a national educational institution**
- **Establishment of a 35 per cent quota for seats for female national staff in Integrated Mission Training Centre capacity-building courses, including International Computer Driving Licence certification**

- Implementation of a mentoring programme targeting 10 national staff with a view to their taking on high-level responsibilities in their respective sections

- Implementation of a national staff capacity-building programme, with 80 staff assessed and certified in 5 vocational skills areas

External factors

Compliance with status-of-forces agreement. Vendors/contractors/suppliers will be able to deliver goods and services as contracted. Presidential and legislative elections will be conducted in a peaceful manner

Table 5
Standard support outputs: component 4, support

Output	*Approved 2010/11*	*Proposed 2011/12*
Emplacement, rotation and repatriation of military and police personnel and administration of civilian personnel	Average strength of 133 military observers, 7,969 military contingent personnel (including 105 staff officers), 845 formed police personnel, 498 United Nations police officers, 32 corrections officers and 541 international and 1,040 national staff, including 59 National Officers and 3 temporary positions, as well as 237 United Nations Volunteers (represents highest level of authorized strength)	Average strength of 133 military observers, 7,819 military contingent personnel (including 88 staff officers), 845 formed police personnel, 498 United Nations police officers, 32 corrections officers and 527 international and 1,063 national staff, including 60 National Officers and 9 temporary positions, as well as 257 United Nations Volunteers
Monitoring of contingent-owned equipment and self-sustainment services provided	Verification and monitoring of an average of 7,864 military contingent personnel and 845 formed police personnel, 4,100 major equipment items and 22 self-sustainment categories	Verification and monitoring of an average of 7,731 military contingent personnel and 845 formed police personnel, 4,040 major equipment items and 22 self-sustainment categories
	Conduct of 350 periodic and 70 operational readiness inspections	Conduct of 340 periodic and 68 operational readiness inspections

Output	*Approved 2010/11*	*Proposed 2011/12*
	Draft and submit 280 verification reports, involving 2,400 person days on inspections, to include 1,620 civilian international staff and 780 military staff officers	**272 contingent-owned-equipment verification reports submitted to Headquarters in order to facilitate the reimbursement of contributing Governments, involving 2,344 person days on inspections, to include 1,572 civilian staff and 772 military staff officer person days**
		4 quarterly overview letters on Mission-wide assessments of contingent-owned-equipment capabilities and performance
		4 meetings of Contingent-Owned Equipment/Memorandum of Understanding Management Review Board conducted
100 per cent accountability for United Nations-owned equipment		**100 per cent verification of United Nations-owned equipment**
Rations	**Supply of rations for the total number of military contingent and formed police personnel on the ground: 7,864 military contingent personnel and 845 formed police personnel**	**Storage and supply of rations for an average strength of 7,731 military contingent personnel and 845 formed police personnel**
	Storage and supply of 14-day reserve of combat rations and bottled water for an average strength of 133 military observers, 7,969 military contingent personnel (including 105 staff officers), 845 formed police, 498 United Nations police officers, 32 corrections officers and 780 civilian personnel (543 international staff and 237 United Nations Volunteers)	**Storage and supply of 14-day reserve combat rations and bottled water for an average strength of 133 military observers; 7,819 military contingent personnel, including staff officers; 845 formed police personnel; 498 United Nations police; 32 corrections officers; and 784 civilian personnel (527 international civilian personnel and 257 United Nations Volunteers)**

Output	*Approved 2010/11*	*Proposed 2011/12*
Fuel supply	**Supply of about 14.07 million litres of petrol, oil and lubricants for an average of 329 United Nations-owned and 257 contingent-owned generators**	**13.9 million litres of diesel and petrol for an average of 309 (in use at any one time) United Nations-owned and 257 contingent-owned generators**
Maintenance of premises	**Maintenance and repair of 81 military/formed police unit sites, 5 United Nations police premises and 19 civilian staff premises, for a total of 103 UNMIL locations**	**Maintenance and repair of 81 military/formed police unit sites, 5 United Nations police premises and 19 civilian staff premises, for a total of 103 UNMIL locations**
Maintenance of generators	**Operation, repair and maintenance of 550 United Nations-owned generators in stock or in use at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators**	**Operation, repair and maintenance of 554 United Nations-owned generators in stock or in use at all UNMIL locations in Liberia not connected to the public electrical reticulation and not supported by contingent-owned generators**
Maintenance of prefabricated buildings		**Repair and maintenance of 980 United Nations-owned prefabricated accommodation buildings, 243 ablution units and 130 prefabricated soft-wall units in use at all UNMIL locations in Liberia**
Maintenance and rehabilitation of roads	**Maintenance and renovation of about 1,000 km of roads (main and secondary supply roads)**	**Maintenance and renovation of about 1,000 km of roads (main and secondary supply roads)**
Fleet of vehicles	**Operation and maintenance of a fleet of 1,295 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material-handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville), 3 outsourcing repair and maintenance workshops and 1 panel-beating workshop**	**Operation and maintenance of a fleet of 1,283 United Nations-owned vehicles, including armoured vehicles, engineering vehicles, trailers and material handling equipment, at 10 workshops in 8 locations (Monrovia, Buchanan, Zwedru, Harper, Tubmanburg, Voinjama, Gbarnga and Greenville), 3 outsourcing repair and maintenance workshops and 1 panel-beating workshop**

Output	*Approved 2010/11*	*Proposed 2011/12*
	Supply of 9.71 million litres of petrol, oil and lubricants for ground transportation to 1,087 United Nations-owned and 1,538 contingent-owned vehicles (excluding vehicles which do not require fuel, such as trailers and attachments)	**Supply of 9.6 million litres of diesel and petrol for ground transportation to 1,117 United Nations-owned and 1,499 contingent-owned vehicles (excluding trailers and vehicle attachments)**
Fleet of aircraft	**Operation of 3 fixed-wing and 16 rotary-wing aircraft, including 11 military-type aircraft**	**Operation of 3 fixed-wing and 16 rotary-wing aircraft, including 11 military aircraft** **Supply of 12.4 million litres of aviation fuel for air operations support**
Flight hours	**9,747 flight hours (1,937 for 3 fixed-wing aircraft and 7,810 for 16 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other military flights**	**9,456 flight hours (1,761 for 3 fixed-wing aircraft and 7,695 for 16 rotary-wing aircraft), including domestic and regional shuttle flights for passengers and cargo, troop rotations, ad hoc flights, casualty and medical evacuation flights, search and rescue flights, border patrols and other military flights** **1,370 flight hours (100 for fixed-wing aircraft and 1,270 for rotary-wing aircraft) in support of the elections**
Airfield locations	**Maintenance of 7 airfields, 8 terminal facilities and 35 helicopter landing sites**	**Maintenance of 7 airfields, 8 terminal facilities and 35 helicopter landing sites**
Naval transportation and fuel supply	**Reflected in table 6 below**	**Reflected in table 6 below**
Medical facilities		**Operate and maintain 8 level I clinics, 3 contingent-owned level II hospitals, 1 contingent-owned level III hospital and 23 contingent-owned first aid stations for all Mission personnel** **Maintenance of Mission-wide capability for land and air evacuation, including to level IV hospitals in Ghana and South Africa**

Output	*Approved 2010/11*	*Proposed 2011/12*
		Maintenance of voluntary confidential counselling and HIV testing facilities targeting all Mission personnel
		Conduct 22 induction training sessions on HIV/AIDS awareness and prevention for all categories of personnel
		One peer education training course conducted for 20 national staff stationed outside Monrovia
Communications	**Operation, support and maintenance of HF/VHF radio system, including 55 VHF repeaters, 4,207 VH/UHF radios, both hand-held and base, throughout UNMIL area of operations, with availability in excess of 99.95 per cent (4.4 hours/year downtime)**	**Operate, support and maintain HF/VHF radio system, including 53 VHF repeaters, 4,207 HF/VHF radios, hand-held, base and mobile, throughout UNMIL area of operations, with availability in excess of 99.95 per cent (4.4 hours/year downtime)**
	Operation and maintenance of 1 Earth station hub and 15 very small aperture terminal (VSAT) systems	**Operation and maintenance of 1 Earth station hub and 15 very small aperture terminal (VSAT) systems to support inter-mission/international voice calls and data backup for mission-critical applications and Internet services in case of Internet service provider failure, with availability of 99.98 per cent**
	Operation, support and maintenance of telephone services, consisting of 36 telephone exchanges, 698 mobile phones and 65 satellite phones. Availability in excess of 99.95 per cent	**Operation, support and maintenance of telephone services, consisting of 36 telephone exchanges, 703 mobile phones and 100 Thuraya and 35 BGAN satellite phones. Complete 25 per cent replacement of MD110 exchanges to a new model of MX-ONE in sector A2 by June 2012. Availability in excess of 99.95 per cent**

Output	*Approved 2010/11*	*Proposed 2011/12*
	Operation, support and maintenance of 59 microwave links and 110 narrowband digital radio systems to ensure efficient bandwidth allocation and management, with 80 per cent of capacity utilized more than 50 per cent of the time and saturated less than 5 per cent of the time	**Operation, support and maintenance of 59 microwave links and 110 narrowband digital radio systems to ensure efficient bandwidth allocation and management, with 80 per cent of capacity utilized more than 50 per cent of the time and saturated less than 3 per cent of the time**
	Implementation/detection/protection of data security, network intrusion and virus to reach 99.95 per cent data availability and integrity	**Implementation/detection/protection of data security, network intrusion and virus to reach 99.95 per cent data availability and integrity**
Geographic information and maps		**Planning and implementation of 6 rounds of 2-day training in Global Positioning System, Geographic Information System and map-related training for 72 Mission staff, military observers, United Nations police officers, security staff and other field staff**
		Production, maintenance and distribution of 6,600 various operational maps (1:500K, 1:250K, 1:100K, 1:50K and 1:7,500 large-scale maps of every major town) and electoral support maps
		Provision of 890,954 square kilometres of coverage of geospatial data collection (80 per cent of the entire country) (60 per cent of it in support of Mission operations and 40 per cent in support of the elections)
Information technology	**Operation, support and maintenance of seamless connectivity to UNMIL network anywhere at UNMIL sites and in the world over Internet VPN (virtual private network), with availability in excess of 99.5 per cent (44 hours/year downtime)**	**Operation, support and maintenance of seamless connectivity to UNMIL network anywhere in UNMIL sites and in the world over Internet VPN (virtual private network), with availability in excess of 99.5 per cent (44 hours/year downtime)**

Output	*Approved 2010/11*	*Proposed 2011/12*
	Operation, support and maintenance of high-speed terrestrial connections to 80 per cent of sites, representing 95 per cent of users, with 99.5 per cent availability	**Operation, support and maintenance of high-speed terrestrial connections to 80 per cent of sites, representing 95 per cent of users, with 99.5 per cent availability**
	Operation, support and maintenance of 2 Internet links, for Liberia and south-east Liberia, via the undersea fibre-optic cable in Côte d'Ivoire, with 99.5 per cent availability	**Operation, support and maintenance of 2 Internet links, for Liberia and south-east Liberia, via the undersea fibre-optic cable in Côte d'Ivoire, with 99.5 per cent availability**
	Operation, support and maintenance of availability and applications performance data centres achieving high (99.95 per cent) availability	**Operation, support and maintenance of availability and applications performance at data centres achieving high (99.95 per cent) availability**
	Operation, support and maintenance of information and communications technology equipment (1,160 laptops, 1,047 desktops, 126 servers, 385 printers, faxes and digital senders)	**Operation, support and maintenance of end-users' information and communications technology equipment (1,127 laptops, 1,107 desktops, 95 servers, printers, faxes and digital senders), with only 5 per cent exceeding obsolescence criteria, as well as 26 laptops for the elections**
	Operation, support and maintenance of information and communications technology services in accordance with Information Technology Infrastructure Library and service-level agreement	**Operation, support and maintenance of information and communications technology services in accordance with Information Technology Infrastructure Library**

Table 6
Mission-specific, non-standard (or specialized) outputs: component 4, support

Output	*Approved 2010/11*	*Proposed 2011/12*
Construction and dismantling of camps	Dismantling of 6 military camps, based on drawdown plans. The camps will be closed in 2009/10, but dismantling will be completed in 2010/11	
Facilities and infrastructure	Provision of sanitation services, including sewage and garbage collection and disposal, at all 103 UNMIL locations in Liberia	Provision of sanitation services, including sewage and garbage collection and disposal, at all 103 UNMIL locations in Liberia
	Operation and maintenance of 41 United Nations-owned water purification plants, serving 38 UNMIL locations not connected to the public water reticulation and not supported by contingent-owned water purification plants	Operation and maintenance of 41 United Nations-owned water purification plants, serving 38 UNMIL locations not connected to the public water reticulation and not supported by contingent-owned water purification plants
	20 inspections per quarter for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions. Preparation of environmental impact assessment reports on impacts caused by the Mission and related remedial actions, in consultation with the Government of Liberia	20 inspections per quarter for compliance with the Department of Peacekeeping Operations environmental policy and guidelines for United Nations field missions Construction of 10 kilns to treat/burn fuel waste at 10 UNMIL locations
	Drilling of 2 boreholes to provide water to troops	Drilling of 6 boreholes to provide water to troops
Ground transportation	Operation of daily shuttle services for 1,000 passengers per day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officers from their accommodations to Mission facilities/premises	Operation of daily shuttle services for 1,000 passengers per day, 5 days a week, and as required during weekends, for United Nations civilian and police personnel, military observers and staff officers from their accommodations to Mission facilities/premises

Output	*Approved 2010/11*	*Proposed 2011/12*
Services for Mongolian Guard Force in Sierra Leone	Provision of various services (catering, garbage collection, maintenance, customs clearances, information technology support), utilities and supplies in support of an average strength of 150 Mongolian Guard Force personnel, in accordance with the memorandum of understanding between UNMIL and the Special Court for Sierra Leone	
Public information on security sector reform	Planning and implementation of a public information campaign in support of a stable security environment and to publicize and promote the adjustments to UNMIL forces, including through 6 daily news bulletins on UNMIL Radio, 5 weekly *Coffee Break* programmes, 3 weekly radio public service announcements, 52 weekly press conferences, 80 press releases, quarterly media tours to military night-time patrols and other military public outreach activities (up to 6 selected Liberian or international journalists are taken on night patrols by Liberia National Police and UNMIL force), a photographic display, coverage and dissemination of video news items and features for broadcast on 5 Liberian television stations, performances by 14 groups of traditional performers, and distribution of 200,000 flyers and 10,000 T-shirts in all 15 counties	Documentation and production of a short video programme highlighting the work of elements of the Liberian security sector, such as the Emergency Response Unit, including night-time security patrols in collaboration with United Nations police Implementation of a community policing campaign in 15 counties using 12 groups of traditional communicators and through the dissemination of 1,000 T-shirts and 50,000 flyers, design and production of 2 video public service announcements to be broadcast on national television stations, and broadcast on UNMIL Radio of a weekly 60-minute (repeated) radio programme designed to educate listeners about rule-of-law and security issues, including information on community policing initiatives UNMIL Radio programmes produced and broadcast to publicize the activities of the Government and

Output	*Approved 2010/11*	*Proposed 2011/12*
		UNMIL security organs on gender issues in the security sector, inter alia, including through regular news broadcasts and 20 radio public service announcements and jingles; production and broadcast on national television stations of 2 video public service announcements to help promote recruitment into and retention in national security agencies, with a particular focus on gender equality; joint press briefings with United Nations police Inspector General of Police held at UNMIL on various security-related topics, and press releases prepared and disseminated on joint community policing sensitization campaigns, graduation ceremonies and other events related to United Nations police/Liberia National Police
Public information campaign to support the consolidation of national authority throughout the country	Planning and implementation of one public outreach campaign to sensitize the public on the importance of abiding by the rule of law and to highlight improvements in Liberia National Police operational capacity and equipment, through the distribution of 100,000 flyers, 2,000 posters and 5,000 T-shirts in all counties and the display of 5 billboards in Montserrado county	Planning and implementation of a nationwide public information campaign in support of the preparations for and conduct of elections in Liberia, including through regular press briefings to be broadcast on UNMIL Radio, press releases, 3 daily UNMIL Radio reports and 13 daily news bulletins, as well as 6 separate weekly current affairs and talk programmes

Output	*Approved 2010/11*	*Proposed 2011/12*
		Design, in collaboration with National Elections Commission, of key sensitization materials, including radio, video and publication products, and provision of support for the conduct of elections in Liberia, including education and awareness-raising of the Liberian public on the electoral process and voter participation, through regular press briefings and dissemination of press releases, identification of topics for the development and production of 3 short video educational programmes and 2 20-minute video documentaries, and the publication of stories on successful voter registration, verification and civic education campaigns by political parties and the conduct of the actual elections, as well as rehabilitation projects undertaken by UNMIL and the United Nations country team, in quarterly issues of *UN Focus* and on the UNMIL website
	Planning and implementation of weekly UNMIL Radio *Crime Watch* programmes and regular radio reports in collaboration with community radio stations	**Design and weekly broadcast on UNMIL Radio of key messages in public service announcements and dramas to explain the basic laws of Liberia, including the right to justice**
		Production of regular weekly UNMIL Radio programmes, including panel discussions and interviews, covering the activities of corrections, legal and judicial sector institutions

Output	*Approved 2010/11*	*Proposed 2011/12*
Public information campaign to support improved humanitarian conditions in Liberia	**Planning and implementation of a public information campaign to encourage local authorities and the public to be actively involved in national development and rehabilitation activities, through the use of 14 groups of traditional communicators, the distribution of 50,000 flyers, 1,000 posters and 5,000 T-shirts, and 4 video outreach activities**	**Planning and implementation of a public information campaign to encourage local authorities and the public to be actively involved in national development, rehabilitation and reconciliation activities, through the use of 14 groups of traditional communicators, the distribution of 50,000 flyers, 1,000 posters and 5,000 T-shirts, 4 video outreach activities and 15 community outreach sessions (1 per county), broadcast of weekly programmes on UNMIL Radio aimed at educating the public about national development and rehabilitation issues, convening of press briefings on land issues in Liberia, with guests from the Ministry of Land, and on women's participation, with guests from the Ministry of Gender and Development, as well as dissemination of press releases**
Public information campaign to support progress in the rehabilitation and reintegration of war-affected populations in host communities	**Planning and implementation of a public information campaign in support of the conduct of the elections in Liberia, including through regular press briefings and press releases, 3 daily UNMIL Radio reports and 13 daily news bulletins, as well as 6 separate weekly current affairs and talk programmes**	**Planning and implementation of a public information campaign in support of the conduct of the elections in Liberia, including through regular press briefings and press releases, 3 daily UNMIL Radio reports and 13 daily news bulletins, as well as 6 separate weekly current affairs and talk programmes**

Output	*Approved 2010/11*	*Proposed 2011/12*
	Implementation of a nationwide public information campaign through the distribution of 40,000 flyers, 1,000 posters and 5,000 T-shirts and the use of 14 groups of traditional communicators, 6 daily news bulletins, 3 weekly issues of *Dateline Liberia* and 5 weekly *Coffee Break* programmes, press briefings, press releases and the publication, in quarterly issues of *UNMIL Focus* and on the website, of stories related to successful reintegration projects undertaken by UNMIL and the United Nations country team	Implementation of a nationwide public information campaign, including through the distribution of 40,000 flyers, 1,000 posters and 5,000 T-shirts and the use of 14 groups of traditional communicators, the broadcasting on UNMIL Radio of 6 daily news bulletins, 3 weekly issues of *Dateline Liberia* and 5 weekly *Coffee Break* programmes, regular press briefings, the dissemination of press releases and the publication, in quarterly issues of *UNMIL Focus* and on the website, of stories on issues related to successful reintegration and rehabilitation projects undertaken by UNMIL and the United Nations country team
	Implementation of a public information campaign on fundamental human rights, including women's and children's rights, on UNMIL Radio *Coffee Break* and Youth FM at least twice per week, and on sexual and gender-based violence, including rape, through video public service announcements on sexual exploitation and abuse, rape and HIV/AIDS, the distribution of 100,000 flyers, 10,000 posters and 10,000 T-shirts and the sensitization of the population by 14 groups of traditional communicators	Organization of 60 community outreach sessions (4 per county) and the broadcasting of monthly public awareness radio shows in all 15 counties, holding of regular press briefings and dissemination of press releases to publicize human rights issues, including the mandate and functions of the Independent National Commission on Human Rights, production and broadcast on UNMIL Radio of weekly radio programmes, and production of 2 video public service announcements and 1 short dramatic video programme for distribution to national television stations on specific issues, including children's rights, the stigmatization of people living with HIV/AIDS, sexual exploitation and abuse and rape
		Programmes aimed at providing information and education on HIV/AIDS-related issues broadcast twice weekly on UNMIL Radio

Output	*Approved 2010/11*	*Proposed 2011/12*
Provision of security services	Provision of security services at 181 guard posts 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia	Provision of security services at 181 guard posts 24 hours a day, 7 days a week, at all UNMIL facilities in all 15 counties of Liberia
Provision of close protection	Provision of 24-hour close protection to 3 senior Mission staff and all visiting high-level officials at the level of Assistant Secretary-General and above	Provision of 24-hour close protection to 3 senior Mission staff and all visiting high-level officials at the level of Assistant Secretary-General and above
Security plan and security risk assessment	Semi-annual updated security plan, and 2 security risk assessments annually	Semi-annual updated security plan, and 2 security risk assessments annually
Mission warden plan	Exercise of Mission warden plan, including the integrated security management system, annually	Exercise of Mission warden plan, including the integrated security management system, annually
Country-specific minimum operating security standards/minimum operational residential security standards	Updating of country-specific minimum operating security standards/minimum operating residential security standards survey annually	Updating of country-specific minimum operating security standards/minimum operating residential security standards survey annually
Security training programmes	Security training programmes for 30 national and 34 international security staff, including fire protection/prevention/incident command/basic fire response, SMG/M4 instructor certification and firearms instructor recertification	Security training programmes for 30 national and 45 international security staff, including fire protection/prevention/incident command/basic fire response and emergency trauma bag training for 20 international officers
Naval	Operation of 1 coastal freighter	Operation of 1 coastal freighter Storage and supply of 0.6 million litres of naval transportation fuel

Table 7
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Conduct and Discipline Team									
Approved posts 2010/11	—	1	1	1	—	3	1	—	4
Proposed posts 2011/12	—	1	1	1	—	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	—	1	2	1	—	3
Proposed temporary positions[b] 2011/12	—	—	1	—	1	2	1	—	3
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved posts 2010/11	—	1	2	1	1	5	2	—	7
Proposed posts 2011/12	—	1	2	1	1	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2010/11	—	2	9	18	12	41	59	10	110
Proposed posts 2011/12	—	2	8	18	12	40	60	10	110
Net change	—	—	(1)	—	—	(1)	1	—	—
Administrative Services									
Approved posts 2010/11	—	1	16	13	54	84	115	51	250
Proposed posts 2011/12	—	1	16	12	46	75	121	51	247
Net change	—	—	—	(1)	(8)	(9)	6	—	(3)
Integrated Support Services									
Approved posts 2010/11	—	1	19	34	125	179	600	128	907
Proposed posts 2011/12	—	1	18	30	111	160	613	128	901
Net change	—	—	(1)	(4)	(14)	(19)	13	—	(6)
Subtotal, Mission Support Division									
Approved posts 2010/11	—	4	44	65	191	304	774	189	1 267
Proposed posts 2011/12	—	4	42	60	169	275	794	189	1 258
Net change	—	—	(2)	(5)	(22)	(29)	20	—	(9)
Security Section									
Approved posts 2010/11	—	—	1	12	65	78	166	—	244
Proposed posts 2011/12	—	—	1	12	64	77	166	—	243
Net change	—	—	—	—	(1)	(1)	—	—	(1)

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Total									
Approved posts 2010/11	—	5	46	78	256	**385**	941	189	**1 515**
Proposed posts 2011/12	—	5	44	73	233	**355**	961	189	**1 505**
Net change	—	—	**(2)**	**(5)**	**(23)**	**(30)**	**20**	—	**(10)**
Approved temporary positions[b] 2010/11	—	—	1	—	1	**2**	1	—	**3**
Proposed temporary positions[b] 2011/12	—	—	1	—	1	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—
Total, civilian staff									
Approved 2010/11	—	5	47	78	257	**387**	942	189	**1 518**
Proposed 2011/12	—	5	45	73	234	**357**	962	189	**1 508**
Net change	—	—	**(2)**	**(5)**	**(23)**	**(30)**	**20**	—	**(10)**

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: net decrease of 30 posts (conversion of 20 Field Service posts to national General Service staff posts, abolishment of 10 posts (2 P-3, 4 P-2, 4 Field Service), reassignment of 1 P-4 post from the Office of the Director of Mission Support and reassignment of 1 P-4 post from the Joint Logistics Operations Centre, offset by the reassignment of 1 P-3 post to the Office of the Director of Mission Support and the redeployment of 1 Field Service post to the Communications and Public Information Office

National staff: increase of 20 posts (conversion of 20 Field Service posts to national General Service staff posts)

Office of the Director of Mission Support

International staff: net decrease of 1 post (reassignment of 1 P-3 post to the Office of the Director of Mission Support and redeployment of 1 Field Service post to the Communications and Public Information Office, offset by the reassignment of 1 P-4 post from the Office of the Director of Mission Support, the abolishment of 1 P-3 post in the Regional Office and the conversion of 1 Field Service post to a national General Service staff post)

National staff: increase of 1 post (conversion of 1 national General Service staff post)

77. The Office of the Director of Mission Support comprises the immediate Office of the Director, Regional Offices, the Budget Section, the Aviation Safety Section and the Communications and Public Information Office.

Office of the Director

International staff: no net change (reassignment of 1 P-4 post to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator and 1 P-3 post from the same Office)

78. The Office of the Director of Mission Support facilitates and supports the work of the Mission by ensuring the delivery of administrative and logistical support services to the Mission's headquarters and county offices as well as coordinating with United Nations Headquarters and other United Nations missions, while ensuring the operational effectiveness of the Mission. The Office of the Director also ensures overall managerial oversight of all senior managers of the administrative support component of the Mission to ensure efficient service provision to all internal and external clients. In addition, the Office is responsible for the provision of advice on administrative support policies, rules and strategies to the substantive component of the Mission, in particular the Offices of the Special Representative and Deputy Special Representatives of the Secretary-General, including guidance on project implementation, as well as for the monitoring and evaluation of senior programme managers.

79. In this context, a Performance Management Unit was established by the Director to provide critical guidance to the Mission in effectively tracking the achievement of performance targets using key performance indicators and in developing internal key performance indicators for the streamlining of operational processes in order to improve efficiency. In this connection, it is proposed that the Office of the Director of Mission Support be strengthened with a Performance Management Officer at the P-3 level, to be accommodated through the reassignment of 1 P-3 post from the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator. At the same time, on the basis of the review of the staffing complement of the Office of the Director, it is proposed that 1 P-4 post be reassigned to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator as a Special Adviser post. The Performance Management Unit has demonstrated its operational viability and its added value to the overall performance of the Mission, as validated through enhanced performance outputs and feedback received. Consequently, there is a continuing operational need for the Unit in view of its significant contribution.

Regional Offices

International staff: decrease of 2 posts (conversion of 1 Field Service post to a national General Service post and abolishment of 1 P-3 post)

National staff: increase of 1 post (establishment of 1 national General Service staff post through the conversion of 1 Field Service post)

80. Pursuant to General Assembly resolution 65/248, it is proposed that 1 P-3 post of Administrative Officer be abolished and 1 Field Service post of Administrative Assistant be converted to a national General Service staff post.

Communications and Public Information Office

International staff: increase of 1 post (redeployment of 1 Field Service post from the Civil Affairs Section)

81. The Communications and Public Information Office, with a staffing establishment comprising 63 posts (1 D-1, 1 P-5, 2 P-4, 8 P-3, 1 P-2, 4 Field Service, 3 National Officer, 36 national General Service staff and 7 United Nations Volunteer) promotes and publicizes the Mission's activities, priorities and events, and works with the Government and other national and international partners to promote their progress and programmes. In the context of the preparations for the general presidential and legislative elections, as well as the departure and transition of UNMIL, a surge in the workload of the Office is anticipated. The Office will therefore need to focus its activities on encouraging the public to participate in peaceful and democratic elections; reassuring Liberians, in particular as to their safety and security; and increasing awareness about the transition to "delivering as one" United Nations. It is therefore proposed that the Communications and Public Information Office be augmented with an Administrative Assistant at the Field Service level, to be accommodated through the redeployment of a Field Service post from the Civil Affairs Section. The incumbent will also be responsible for budgetary aspects of outreach programmes and campaigns; liaise with community outreach partners and service providers to define administrative processes; and support the Office in improving monitoring of its output and resources and focusing on its record-keeping. The incumbent will provide needed support in updating and maintaining a consistent record-keeping system and in addressing the Office's outreach and budgetary issues.

Administrative Services

International staff: decrease of 9 posts (conversion of 6 Field Service posts to national General Service staff posts and abolishment of 3 posts (1 P-2 and 2 Field Service)

National staff: increase of 6 posts (establishment of 6 national General Service staff posts through the conversion of Field Service posts)

Office of the Chief of Administrative Services

International staff: decrease of 1 post (conversion of 1 Field Service post to a national General Service staff post)

National staff: increase of 1 post (establishment of 1 national General Service staff post through the conversion of 1 Field Service post)

82. Pursuant to General Assembly resolution 65/248, it is proposed that 1 Field Service post of Administrative Assistant be converted to a national General Service staff post.

Finance Section

International staff: decrease of 3 posts (conversion of 2 Field Service posts to national General Service staff posts and abolishment of 1 Field Service post)

National staff: increase of 2 posts (establishment of 2 national General Service staff posts through the conversion of 2 Field Service posts)

83. Pursuant to General Assembly resolution 65/248, it is proposed that 1 Field Service post of Finance Assistant be abolished and 2 Field Service posts of Finance Assistant be converted to national General Service staff posts.

Human Resources Management Section

International staff: decrease of 1 post

84. Pursuant to General Assembly resolution 65/248, it is proposed that 1 Field Service post of Human Resources Officer be abolished.

Property Management Section

International staff: decrease of 2 posts (conversion of 1 Field Service post to a national General Service staff post and abolishment of 1 P-2 post)

National staff: increase of 1 post (establishment of 1 national General Service staff post through the conversion of 1 Field Service post)

85. Pursuant to General Assembly resolution 65/248, it is proposed that 1 P-2 post of Associate Receiving and Inspection Officer be abolished and 1 Field Service post of Claims Assistant be converted to a national General Service staff post.

Procurement Section

International staff: decrease of 2 posts (conversion of 2 Field Service posts to 2 national General Service staff posts)

National staff: increase of 2 posts (establishment of 2 national General Service staff posts through the conversion of 2 Field Service posts)

86. Pursuant to General Assembly resolution 65/248, it is proposed that 2 Field Service posts of Procurement Assistant be converted to national General Service staff posts.

Integrated Support Services

International staff: decrease of 19 posts (conversion of 13 Field Service posts to national General Service staff posts, abolishment of 5 posts (1 P-3, 3 P-2 and 1 Field Service) and reassignment of 1 P-4 post from the Joint Logistics Operations Centre to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator)

National staff: increase of 13 posts (establishment of 13 national General Service staff posts through the conversion of Field Service posts)

Joint Logistics Operations Centre

International staff: decrease of 1 post

87. The Joint Logistics Operations Centre, which consists of a Logistic Plans Unit and a Logistics Operations Unit, is a fully integrated military and civilian centre within Integrated Support Services whose primary mission is to plan and coordinate the cost-effective and timely delivery of logistical support to military, police and civilian elements deployed throughout the Mission area. The Joint Logistics Operations Centre is the single point of contact for the coordination of logistical issues with the host Government, non-governmental organizations and other United Nations agencies. On the basis of the review of the staffing establishment of the Logistics Centre, which comprises 28 posts (1 P-5, 2 P-4, 3 P-3, 7 Field Service and 15 national General Service staff), and in the context of the completed third stage of the drawdown of the military component of the Mission, it is proposed that 1 P-4 post be reassigned to the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) and Humanitarian Coordinator as a Special Assistant post.

Movement Control Section

International staff: decrease of 3 posts (conversion of 3 Field Service posts to national General Service staff posts)

National staff: increase of 3 posts (establishment of 3 national General Service staff posts through the conversion of 3 Field Service posts)

88. Pursuant to General Assembly resolution 65/248, it is proposed that 3 Field Service posts of Movement Control Assistant be converted to national General Service staff posts.

Engineering Section

International staff: decrease of 3 posts (conversion of 1 Field Service post to a national General Service staff post and abolishment of 1 P-2 post and 1 Field Service post)

National staff: increase of 1 post (establishment of 1 national General Service staff post through the conversion of 1 Field Service post)

89. Pursuant to General Assembly resolution 65/248, it is proposed that 1 P-2 post of Associate Administrative Officer and 1 Field Service post of Electrical Technician be abolished and that 1 Field Service post of Facilities Management Assistant be converted to a national General Service staff post.

Communications and Information Technology Section

International staff: decrease of 5 posts (conversion of 3 Field Service posts to national General Service staff posts and abolishment of 2 P-2 posts)

National staff: increase of 3 posts (establishment of 3 national General Service staff posts through the conversion of 3 Field Service posts)

90. Pursuant to General Assembly resolution 65/248, it is proposed that 2 P-2 posts of Associate Information Technology Officer be abolished and 3 Field Service

posts, comprising 2 Information Technology Assistant posts and 1 Telephone Technician post, be converted to national General Service staff posts.

Transport Section

International staff: decrease of 4 posts (conversion of 3 Field Service posts to national General Service staff posts and abolishment of 1 P-3 post)

National staff: increase of 3 posts (establishment of 3 national General Service staff posts through the conversion of 3 Field Service posts)

91. Pursuant to General Assembly resolution 65/248, it is proposed that 1 P-3 post of Transport Officer be abolished and 3 Field Service posts, comprising 2 Transport Assistant posts and 1 Vehicle Technician post, be converted to national General Service staff posts.

Supply Section

International staff: decrease of 3 posts (conversion of 3 Field Service posts to national General Service staff posts)

National staff: increase of 3 posts (establishment of 3 national General Service staff posts through the conversion of 3 Field Service posts)

92. Pursuant to General Assembly resolution 65/248, it is proposed that 3 Field Service posts, comprising 2 Inventory and Supply Assistant posts and 1 Contracts Management-Assistant post, be converted to national General Service staff posts.

Security Section

International staff: decrease of 1 post (abolishment of 1 Field Service post)

93. Pursuant to General Assembly resolution 65/248, it is proposed that 1 Field Service post of Radio Operator be abolished.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June)

	Expenditures (2009/10)	*Apportionment (2010/11)*	*Maintenance (2011/12)*	*Electoral support (2011/12)*	*Total (2011/12)*	*Variance*	
						Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)*	*(5)=(3)+(4)*	*(6)=(5)-(2)*	*(7)=(6)÷(2)*
Military and police personnel							
Military observers	7 135.2	6 996.7	7 256.8	—	7 256.8	260.1	3.7
Military contingents	215 585.2	186 241.6	176 499.3	—	176 499.3	(9 742.3)	(5.2)
United Nations police	25 325.8	26 295.2	26 236.4	—	26 236.4	(58.8)	(0.2)
Formed police units	19 447.3	19 379.8	19 222.7	—	19 222.7	(157.1)	(0.8)
Subtotal	**267 493.5**	**238 913.3**	**229 215.2**	**—**	**229 215.2**	**(9 698.1)**	**(4.1)**
Civilian personnel							
International staff	83 335.2	92 674.6	92 674.0	—	92 674.0	(0.6)	(0.0)
National staff	18 094.8	18 381.5	16 148.7	—	16 148.7	(2 232.8)	(12.1)
United Nations Volunteers	11 459.2	12 265.0	11 587.2	646.8	12 234.0	(31.0)	(0.3)
General temporary assistance	415.5	475.5	491.0	616.2	1 107.2	631.7	132.8
Subtotal	**113 304.7**	**123 796.6**	**120 900.9**	**1 263.0**	**122 163.9**	**(1 632.7)**	**(1.3)**
Operational costs							
Government-provided personnel	1 422.6	1 663.1	1 561.6	—	1 561.6	(101.5)	(6.1)
Civilian electoral observers	—	—	—	—	—	—	—
Consultants	673.6	1 295.0	1 062.9	110.8	1 173.7	(121.3)	(9.4)
Official travel	2 503.7	2 709.2	3 002.7	256.1	3 258.8	549.6	20.3
Facilities and infrastructure	51 228.5	46 350.6	55 413.4	6 299.3	61 712.7	15 362.1	33.1
Ground transportation	14 877.1	11 037.5	12 344.1	512.0	12 856.1	1 818.6	16.5
Air transportation	56 976.6	60 236.5	68 999.2	3 762.7	72 761.9	12 525.4	20.8
Naval transportation	2 934.9	3 075.0	3 115.1	—	3 115.1	40.1	1.3
Communications	10 565.3	13 959.6	12 908.2	31.2	12 939.4	(1 020.2)	(7.3)
Information technology	4 178.5	3 900.7	4 253.0	48.5	4 301.5	400.8	10.3
Medical	9 008.1	10 454.2	8 576.5	—	8 576.5	(1 877.7)	(18.0)
Special equipment	2 335.6	2 180.8	2 428.0	—	2 428.0	247.2	11.3
Other supplies, services and equipment	3 306.8	3 427.9	3 674.0	98.0	3 772.0	344.1	10.0
Quick-impact projects	1 000.0	1 000.0	1 000.0	—	1 000.0	—	—
Subtotal	**161 011.3**	**161 290.1**	**178 338.7**	**11 118.6**	**189 457.3**	**28 167.2**	**17.5**
Gross requirements	**541 809.5**	**524 000.0**	**528 454.8**	**12 381.6**	**540 836.4**	**16 836.4**	**3.2**
Staff assessment income	11 491.7	12 805.2	12 333.6	66.0	12 399.6	(405.6)	(3.2)
Net requirements	**530 317.8**	**511 194.8**	**516 121.2**	**12 315.6**	**528 436.8**	**17 242.0**	**3.4**
Voluntary contributions in kind (budgeted)[a]	52.8	52.8	52.8	—	52.8	—	—
Total requirements	**541 862.3**	**524 052.8**	**528 507.6**	**12 381.6**	**540 889.2**	**16 836.4**	**3.2**

[a] Cost estimates for 2011/12 are inclusive of $52,800 from the Government of Germany.

B. Non-budgeted contributions

94. The estimated value of non-budgeted contributions for the period from 1 July 2011 to 30 June 2012 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	3 072.5
Voluntary contributions in kind (non-budgeted)	—
Total	**3 072.5**

[a] Inclusive of the estimated rental value of Government-provided facilities and exemption from aviation and naval transportation fees and taxes.

C. Vacancy factors

95. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2009/10*	*Budgeted 2010/11*	*Projected 2011/12*
Military and police personnel			
Military observers	3.8	5.0	2.0
Military contingents	4.2	2.0	2.0
United Nations police	(0.4)	5.0	5.0
Formed police units	1.1	—	—
Civilian personnel			
International staff	18.6	15.0	15.0
National staff			
National Officers	11.3	20.0	10.0
National General Service staff	4.3	5.0	7.0
United Nations Volunteers	8.0	5.0	8.0
Temporary positions[a]			
International staff	—	—	—
National staff	—	—	—
Government-provided personnel	12.5	5.0	8.0

[a] Funded under general temporary assistance.

96. The application of vacancy rates with respect to military observers, international staff, National Officers, United Nations Volunteers and Government-provided personnel is based on actual personnel deployment for the 2009/10 financial period and the first quarter of the 2010/11 period, as well as the expenditure pattern of the Mission.

D. Contingent-owned equipment: major equipment and self-sustainment

97. Requirements for the period from 1 July 2011 to 30 June 2012 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $70,902,200, as follows:

(Thousands of United States dollars)

Category			*Estimated amount*
Major equipment			
Military contingents			32 196.6
Formed police units			4 032.8
Subtotal			**36 229.4**
Self-sustainment			
Facilities and infrastructure			17 610.0
Communications			7 033.4
Medical			7 601.4
Special equipment			2 428.0
Subtotal			**34 672.8**
Total			**70 902.2**
Mission factors	*Percentage*	*Effective date*	*Last reviewdate*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 November 2008	September-October 2008
Intensified operational condition factor	1.3	1 November 2008	September-October 2008
Hostile action/forced abandonment factor	0.6	1 November 2008	September-October 2008
B. Applicable to home country			
Incremental transportation factor	0.0-5.0		

E. Training

98. The estimated resource requirements for training for the period from 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	809.1
Official travel	
Official travel, training	689.1

Category	*Estimated amount*
Other supplies, services and equipment	
Training fees, supplies and services	**141.5**
Total	**1 639.7**

99. The number of participants planned for the period from 1 July 2011 to 30 June 2012, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2009/10	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*
Internal	**677**	**515**	**826**	**1 199**	**1 045**	**950**	**671**	**5 082**	**53**
External[a]	**87**	**38**	**57**	**13**	**5**	**18**	**5**	**10**	**14**
Total	**764**	**553**	**883**	**1 212**	**1 050**	**968**	**676**	**5 092**	**67**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and other locations outside the Mission area.

100. The training programme developed for the Mission for the 2011/12 period is aimed at enhancing the leadership, management, administrative and organizational development skills of Mission personnel through 156 courses, with a total of 1,918 participants. The central focus of the Mission training programme is on strengthening the substantive and technical capacities of Mission staff in the fields of aviation and air safety, information and communications technology, public information, movement control, engineering, human resources management, HIV/AIDS awareness, procurement, security, staff counselling, supply, finance, ground transportation, medical care, property management, corrections services, standards of conduct and discipline, political and civil affairs, gender sensitivity, human rights and occupational health and safety.

F. Quick-impact projects

101. The estimated resource requirements for quick-impact projects for the period from 1 July 2011 to 30 June 2012, compared with previous periods, are as follows:

Period	*Amount (Thousands of United States dollars)*	*Number of projects*
1 July 2009 to 30 June 2010 (actual)	**1 000.0**	**40**
1 July 2010 to 30 June 2011 (approved)	**1 000.0**	**40**
1 July 2011 to 30 June 2012 (proposed)		
Rehabilitation/reconstruction of rural magistrate courts	**250.0**	**10**
Rehabilitation of rural police stations	**250.0**	**10**
Rehabilitation/reconstruction of immigration and customs border posts	**250.0**	**10**

Period	*Amount (Thousands of United States dollars)*	*Number of projects*
Rehabilitation/reconstruction of community resource and skills training centres	250.0	10
Total	**1 000.0**	**40**

102. The quick-impact projects to be undertaken include the construction of magisterial courts, police stations and depots, health clinics, fire services buildings, community resource centres, immigration border post, drug enforcement county offices and detention facilities as well as the renovation of the regional headquarters of the Bureau of Immigration and Naturalization and the provision of tools and equipment to a skills training centre. The Mission's quick-impact projects are geared towards facilitating the extension of State authority throughout the country, in line with the overall mandate of the Mission.

III. Analysis of variances[a]

103. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used remains the same as that used in previous reports.

	Variance	
Military observers	$260.1	3.7%

- **Management: application of lower vacancy rate**

104. The main factor contributing to the variance under this heading is the application of a lower vacancy rate of 2 per cent in the computation of military observer costs compared with the vacancy rate of 5 per cent applied with respect to the 2010/11 financial period, based on the historical pattern of the Mission.

	Variance	
Military contingents	($9 742.3)	(5.2%)

- **Mandate: reduction in strength of military contingent personnel**

105. The main factor contributing to the variance under this heading is the reduction in the strength of military contingent personnel owing to the planned repatriation of the 150 personnel of the military guard force at the Special Court for Sierra Leone in the third quarter of the 2010/11 financial period, combined with the lower cost of rotation travel with respect to a number of contingents as well as the lower overall cost of rations owing to the relative appreciation in the value of the United States dollar against the euro (an exchange rate of 0.7 euro per dollar in the 2010/11 financial period, compared with a rate of 0.761 euro per dollar for the 2011/12 period). A 2 per cent vacancy rate has been applied in the computation of contingent personnel costs.

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[a] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

	Variance	
Formed police units	($157.1)	(0.8%)

- **Cost parameters: reduced cost of rations**

106. The main factor contributing to the variance under this heading is the lower overall cost of rations owing to the relative appreciation in the value of the United States dollar against the euro (an exchange rate of 0.7 euro per dollar in the 2010/11 financial period compared with a rate of 0.761 euro per dollar for the 2011/12 period), combined with reduced requirements with respect to contingent-owned major equipment owing to the increase in the non-deployment factor (3 per cent for the 2010/11 period, compared with 5 per cent for the 2011/12 period).

	Variance	
National staff	($2 232.8)	(12.1%)

- **Management: reduction in the midpoint of the local salary scale and discontinuation of hazardous duty station allowance**

107. The main factor contributing to the variance under this heading is the discontinuation of hazardous duty station allowance Mission-wide effective 1 September 2010, combined with the reduction in the midpoint level of the local salary scale used in the computation of national staff costs, from G-3 step 10 to G-3 step 8, in order to take into account the historical pattern of the Mission. The vacancy rates applied in the computation of national staff costs have been reduced from 20 per cent to 10 per cent for National Officers and increased from 5 per cent to 7 per cent for national General Service staff on a comparative basis for the 2010/11 and 2011/12 financial periods, respectively.

	Variance	
General temporary assistance	$631.7	132.8%

- **Management: increased inputs and outputs**

108. The main factor contributing to the variance under this heading is the additional requirements for 6 international staff in relation to the Mission's support for the national general and presidential elections.

	Variance	
Government-provided personnel	($101.5)	(6.1%)

- **Management: application of higher vacancy rate and lower cost of rotation travel**

109. The main factor contributing to the variance under this heading is the increase in the vacancy rate applied in the computation of the costs of corrections officers from 5 per cent to 8 per cent, combined with the lower cost of travel based on the historical expenditure pattern of the Mission ($5,000 per round trip for the 2010/11 financial period, compared with $3,700 per round trip for the 2011/12 period).

	Variance	
Consultants	**($121.3)**	**(9.4%)**

- **Management: reduced inputs and outputs**

110. The main factor contributing to the variance under this heading is the reduction in the engagement of non-training consultancy services, in particular in legal and judicial areas, as well as with respect to criminal case progression, the drafting of legislation and the protection of human rights.

111. Provision is made for elections-related consultancy services for the assessment of the conduct of the elections and the participation of women in the electoral process, as well as elections training on best practices in radio coverage.

	Variance	
Official travel	**$549.6**	**20.3%**

- **Management: increased inputs and outputs**

112. The main factor contributing to the variance under this heading is increased requirements with respect to the Mission's training programme and election-related travel.

	Variance	
Facilities and infrastructure	**$15 362.1**	**33.1%**

- **Management: increased inputs and outputs**

113. The main factor contributing to the variance under this heading is the Mission's replacement programme for equipment and facilities that have exceeded their useful life and become obsolete, including prefabricated facilities such as hard-wall modular buildings, tentage and sea containers required for providing standard accommodations to military personnel at new camps and relocated premises; miscellaneous facilities and infrastructure, including an additional heavy-duty industrial shredder, a mobile weighbridge and a heavy-duty incinerator, in connection with the anticipated increased volume of asset write-off and disposal; generators needed to upgrade the Mission's electrical supply; water purification equipment, including additional micro- and ultrafiltration water treatment plant systems; water, septic tanks and pressure pumps, owing to the planned centralization of water treatment plants in the camps and the need to hold raw water prior to treatment; and accommodations equipment, primarily air conditioners.

114. The variance is also attributable to increased requirements under maintenance services with respect to the emptying of septic tanks and grease traps and the service contract for the rehabilitation, disinfection, regeneration and maintenance of boreholes; security services, owing to the increased number of security guards required to guard Mission premises in all locations, combined with the increased cost of providing residential security for military observers, force headquarters staff officers, United Nations police officers and Government-provided personnel; construction services with respect to the building, upgrading and repair of roads and facilities, including the construction of 10 kilns in seven locations to burn contaminated soil in accordance with the environmental policy of the Department of

Peacekeeping Operations; spare parts and supplies, owing to the need to purchase new lines of spare parts for a newer model of generators, as well as for fuel storage, spillage control and containment facilities; maintenance supplies in connection with construction and renovation activities at additional sites and new installation as properties are returned to the Government of Liberia; field defence supplies, owing to the projected increase in the purchase of gabions and concertina wire; petrol, oil and lubricants, owing to the increased unit price of fuel; and sanitation and cleaning materials in relation to the insecticide fogging machine, as well as consumables for water and sanitation purposes.

115. The overall increase in estimated requirements is offset in part by reduced requirements with respect to contingent-owned self-sustainment equipment owing to reduced requirements for tentage, since most troops have moved into United Nations-provided accommodations.

116. In addition, provision is made for election-related requirements including the rehabilitation of the Spriggs Payne airfield owing to the expected increase in the number of aviation flights during the electoral period and the acquisition of sea containers to secure electoral materials, and light towers for polling precincts, as well as field defence supplies and petrol, oils and lubricants.

	Variance	
Ground transportation	**$1 818.6**	**16.5%**

- **Management: reduced inputs and increased outputs**

117. The main factor contributing to the variance under this heading is increased requirements for petrol, oil and lubricants owing to the increase in the unit price of diesel fuel (from $0.5719 per litre in the 2010/11 financial period to $0.6785 in the 2011/12 period). The additional requirements are offset in part by the reduced acquisition of replacement vehicles and spare parts owing to the Mission's initiative to lower stock levels on the basis of its historical experience.

118. In addition, provision is made for election-related requirements with respect to petrol, oil and lubricants in the context of increased transportation activities.

	Variance	
Air transportation	**$12 525.4**	**20.8%**

- **External: change in the market price level**

119. The main factor contributing to the variance under this heading is the increase in the rental and operation of the Mission's rotary-wing aircraft fleet owing to an increase in the guaranteed fleet cost based on new contracts effective January 2010 and the higher cost of the letter-of-assist arrangements with a contributing Government with respect to military helicopters, combined with a 17.2 per cent increase in the price of aviation fuel ($0.706 in the 2010/11 financial period, compared with $0.8273 for the 2011/12 period). The overall increase in requirements is offset in part by the reduction in the cost of the rental and operation of the Mission's fixed-wing aircraft owing to the lower cost of flight hours.

120. In addition, provision is made for election-related requirements with respect to additional flight hours for the Mission's fixed-wing and rotary-wing aircraft fleet, as well as aviation fuel.

	Variance	
Communications	($1 020.2)	(7.3%)

- **Management: reduced inputs and same outputs**

121. The main factor contributing to the variance under this heading is attributable to the reduction in requirements with respect to contingent-owned self-sustainment equipment owing to the non-utilization of high-frequency and telephone communications facilities and commercial communications, since use is made of an in-country Internet service provider, rather than a satellite connection to the United Nations Logistics Base at Brindisi, Italy, as a more cost-effective means of meeting the growing demand for Internet services. The overall reduction in requirements is offset in part by increased requirements for the acquisition of communications equipment, owing to the need to replace obsolete equipment, and of public information services, owing to increased requirements for promotional materials.

122. In addition, provision is made for election-related requirements with respect to satellite phones and Global Positioning System receivers.

	Variance	
Information technology	$400.8	10.3%

- **Management: increased inputs and same outputs**

123. The main factor contributing to the variance under this heading is increased requirements with respect to information technology equipment owing to the need to replace obsolete equipment.

	Variance	
Medical	($1 877.7)	(18.0%)

- **Management: reduced inputs and same outputs**

124. The main factor contributing to the variance under this heading is the reduction in requirements with respect to contingent-owned self-sustainment equipment for level II and III hospitals.

	Variance	
Special equipment	$247.2	11.3%

- **Management: increased inputs and outputs**

125. The main factor contributing to the variance under this heading is increased requirements with respect to contingent-owned self-sustainment equipment owing to the provision for explosive ordnance devices in relation to ensuring the safety of all Mission personnel.

	Variance	
Other supplies, services and equipment	**$344.1**	**10.0%**

- **Management: increased inputs and same outputs**

126. The main factor contributing to the variance under this heading is the increased cost of reserve rations packs based on the rations contract, as well as increased requirements for other freight and related costs owing to increased customs clearance agent and port charges, as well as increased charges relating to the Board of Auditors.

127. In addition, provision is made for election-related requirements with respect to the acquisition of equipment, including sleeping bags, cots and tents, as well as high-resolution satellite data imagery for the Geographic Information System.

IV. Actions to be taken by the General Assembly

128. The actions to be taken by the General Assembly in connection with the financing of the Mission are:

(a) Appropriation of the amount of $540,836,400 for the maintenance of the Mission for the 12-month period from 1 July 2011 to 30 June 2012;

(b) Assessment of the amount of $132,113,700 for the maintenance of the Mission for the period from 1 July to 30 September 2011;

(c) Assessment of the amount of $12,381,600 for electoral support to be provided by the Mission;

(d) Assessment of the amount of $396,341,100 for the period from 1 October 2011 to 30 June 2012 at a monthly rate of $44,037,900, should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 64/269 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues
(Resolution 64/269)

Decision/request	*Action taken to implement decision/request*
Section I: budget presentation and financial management	
Reaffirms that budget submissions should reflect management improvements and efficiency gains to be achieved and should present future strategies in that regard (para. 10).	UNMIL will continue to seek to effect any possible efficiencies and improvements. Not applicable to the present report in the context of increased inputs and outputs for the electoral support to be provided by the Mission.
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 11).	With the Mission entering its eighth year of deployment, resource requirements are based to a greater degree on the experience of the Mission and its historical expenditure pattern. The replacement of equipment takes into account its life cycle as well as climatic and environmental conditions. These approaches have resulted in realistic and tighter budget formulation. With respect to budget presentation, as the Mission is a continuing participant in the pilot project on the presentation of the support component frameworks, along with service improvement indicators of achievement and related outputs, standard and Mission-specific outputs are presented under the support component rather than as a separate annex to the main report. In addition, the Communications and Public Information Office has been transferred from the Office of the Special Representative of the Secretary-General to the Mission Support Division.
Notes with concern the significant amount of prior-period obligations cancelled by several missions, and reiterates its request that the Secretary-General improve control over obligations (para. 15).	The Mission reviewed all obligations on a monthly basis and at the close of the financial year, with only valid obligations carried forward. The cancellations of prior-period obligations stemmed from the inability of vendors to supply specified goods or services. Unliquidated obligations declined from some $69 million in the 2008/09 financial period to $52.7 million in 2009/10.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues
(A/64/660)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee expects that all concerned stakeholders will be engaged in this deliberative process and that the Secretary-General will convey the outcome of the consultancy to the General Assembly. The Committee recommends that an analysis of the reprofiling of resources resulting from the transition from peacekeeping to peacebuilding be provided in the next round of budget submissions (para. 10).	In line with the Secretary-General's special report of 10 June 2009 (S/2009/299), Security Council resolution 1938 (2010) and the Secretary-General's progress report of 11 August 2010 (S/2010/429), UNMIL will maintain its current military and police strength until after the 2011 elections, which has become a benchmark for further drawdown followed by withdrawal. A technical assessment mission will be deployed after the elections to make recommendations regarding the future of UNMIL based on realities on the ground, including possible United Nations successor arrangements. In addition, Liberia has been placed on the agenda of the Peacebuilding Commission for capacity-building in the critical areas of the rule of law, the security sector and support for national reconciliation. UNMIL will review and reprofile its resources beginning in the 2012/13 budget cycle.
The Advisory Committee believes that, in order to assist those missions that are mandated to transition from peacekeeping to peacebuilding, it will be essential to document the lessons learned and to build on the experience gained from the missions that have transitioned thus far. For example, as missions draw down or transition, one of the issues that will need to be considered is that of sustaining the investment in national capacity-building to help national staff in reintegrating into the local job market (para. 11).	UNMIL is currently planning for the transition by engaging in forward-looking dialogue and detailed planning with Government security agencies, building on the lessons learned by other missions. This was presented in the June 2010 workshop on transition, held in Monrovia, with practitioners and experts from current and former peacekeeping missions, including UNIPSIL. Currently, the Mission is focusing efforts and discussions on the handover of security responsibilities, but there will also be an in-depth focus on the civilian handover, which will involve capacity-building activities in particular. The process of planning for the security handover is being documented, with a Mission focal point ensuring that all discussions and planning with the Government are recorded in a detailed manner. Once the process has been completed, these records could be used to create lessons-learned historical references. Consultations held thus far have included a retreat of the United Nations country team and UNMIL in January 2010 and subsequent discussions. In addition, UNMIL has revised its consolidation, drawdown and withdrawal benchmarks, as mandated by the Security Council in its resolution 1938 (2010), to create transition benchmarks. Benchmarks are also discussed in the United Nations Practitioners' Guide to Benchmarking, although UNMIL was not used as a case in that document. The current transition benchmarks are outlined in the twenty-second progress report of the Secretary-General, published in February 2011. UNMIL

Request/recommendation	*Action taken to implement request/recommendation*
	also has an active Integrated Mission Training Centre and provides broad training for national and international staff. UNMIL has a programme of capacity-building for national staff in various administrative and technical fields. Starting in financial year 2009/10, various groups of national staff have been trained and certified. In addition, the UNMIL Integrated Mission Training Centre researches both local daily newspapers and websites for job vacancies and informs all national staff about them in monthly e-mails.
The Advisory Committee welcomes the effort to refine the budget presentation and looks forward to continued improvement. However, in the Committee's view, the section on planning assumptions should be further developed so as to provide a more accessible narrative which would give a clearer presentation of overall resource requirements and programmatic aspects and describe not only planned initiatives but also the linkage to current operational requirements (para. 16).	In the context of the 2011/12 budget estimates, the Mission has clearly linked planning assumptions, programmatic priorities and resource requirements.
In general, the Advisory Committee has found that the presentation in the proposed budgets is heavily oriented towards information on objects of expenditure rather than a clear description of the activities envisaged and the resources required to undertake them. With respect to mission support, clear information should be provided on multi-year engineering and infrastructure projects and on how the resources requested are aligned with the programme of work for such projects (para. 17).	UNMIL currently has no multi-year projects. The maintenance of existing infrastructure is specific to each financial year, and the projects undertaken are completed within the same financial period.
The Committee will assess the extent to which the pilot project has contributed to improved presentation once it has been completed. The Committee's initial impression, however, is that the new format does not simplify or enhance the thoroughness of the review of the proposed budgets. In fact, the inclusion of part of the framework in the main body of the report and the rest in an annex, in the Committee's view, complicates consideration of the proposed budgets (para. 18).	UNMIL continues to participate in the pilot project aimed at improving the presentation of the results-based-budgeting framework for the support component. Accordingly, the framework reflects the service improvement indicators of achievement and related outputs under the support component. However, standard support outputs and mission-specific non-standard or specialized outputs are presented in the main body of the present report, rather than in an annex.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee continues to believe that the scope of efficiencies could be expanded to include other components. Furthermore, the Committee notes a continued lack of clarity as to what exactly constitutes an efficiency gain. In this connection, the Committee reiterates that a distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in the implementation of programmed activities or their non-implementation (see A/63/746, para. 16). The Committee notes the definition of efficiency gains put forward by the Secretary-General (see A/64/643, para. 60). The Committee broadly views efficiency gains as the achievement of the same result with fewer resources (para. 20).	**In view of the surge of activities with respect to the mandate of the Mission to provide support to the Government with respect to the 2011 presidential and legislative elections and the eventual progressive handover of security responsibilities to national authorities, efficiency gains in the substantive component would not be feasible during the 2011/12 financial period.**
The Committee reiterates its recommendation that future performance reports should include a fuller explanation of the redeployments between major expenditure categories that are authorized by the Controller (see A/63/746, para. 15) (para. 22).	**The performance report on the budget of the United Nations Mission in Liberia for the period from 1 July 2009 to 30 June 2010 (A/65/620) contains a full explanation of the redeployments between major categories of expenditure.**
The Committee again emphasizes that, as a rule, general temporary assistance funding should be used in exceptional and/or peak workload circumstances, for the replacement of staff on maternity or sick leave, or for time-limited projects (see A/63/841, para. 56). Although exceptions are sometimes made by the General Assembly or recommended by the Committee, general temporary assistance funding should not be sought for functions of a continuing nature or for long periods. Furthermore, requests for general temporary assistance funding should not be resubmitted repeatedly for the same function, nor should recommendations in favour of such funding be viewed as carrying with them the expectation of conversion to posts in the next budget period. The Committee is concerned that this funding mechanism is increasingly being misused, with the result that the budgeting for personnel has become less transparent. The Committee recommends that future requests include an explanation for the continued use of general temporary assistance funding for a	**The three general temporary assistance positions that are of a continuing nature (1 P-4, 1 Field Service and 1 national General Service staff) pertain to the Conduct and Discipline Team.**

Request/recommendation	*Action taken to implement request/recommendation*
particular function, as well as an indication of the length of time the function has been carried out using such funding. Moreover, requests for conversion in missions that are drawing down should be made only in exceptional circumstances (para. 48).	

(A/64/660/Add.9)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee was informed that troop-cost reimbursements were fully paid up as at 28 February 2010 and that the amount of $42,380,000 owing as at 31 December 2009 for contingent-owned equipment had been reimbursed to troop-contributing countries on 8 April 2010. In respect of death and disability compensation, 161 claims estimated at $3,023,600 had been received as at 31 March 2010 since the inception of the Mission; 29 claims, estimated at $876,500, were outstanding. The Advisory Committee expects that the outstanding claims will be settled expeditiously (para. 10).	Of the 29 outstanding claims, 25 pertained to military contingents and formed police units, 16 have been paid, 1 claim has been rejected and 3 claims were closed following several failed attempts to obtain supporting medical documentation from permanent missions, while 5 claims are still awaiting medical documentation.
The Advisory Committee was informed that the high vacancy rate of international staff was in some measure attributable to reluctance on the part of international staff to remain in a peacekeeping mission that was perceived to be winding down. The Advisory Committee emphasizes the need to ensure that adequate staffing levels are maintained during the drawdown stage. To that end, the Committee encourages UNMIL to draw on the lessons learned from the experience of other missions (para. 12).	With the completion of the field central review body rostering assessment exercise and the population of the field central review body roster, the length of time required to fill vacancies is likely to be reduced. The Human Resources Management Section will also ensure that, immediately after confirmation is received regarding the departure of an existing UNMIL staff member, the recruitment process is initiated and a shortlist of candidates generated from Nucleus and submitted to programme managers for review and subsequent action. This will further reduce lead times for the filling of vacancies, as the recruitment process will, in many cases, be initiated while the incumbent is still onboard. In August 2010, the Special Representative of the Secretary-General accepted delegation of recruitment (on-boarding) authority up to D-1. This could be a positive factor in terms of reducing lead times for recruitment to fill vacant posts.

	The Human Resources Management Section will draw on any lessons learned by other missions that are perceived to be downsizing but are, in effect, in a "steady state" at the present time.
The additional requirements for United Nations police reflect a higher average deployment from an average of 470 officers for the 2009/10 financial period to the full deployment of the authorized strength of 498 officers for the 2010/11 period. A 5 per cent vacancy factor has been applied to the cost estimates. The reduced requirements for formed police units are mainly attributable to a reduction in the cost of rotation travel owing to the utilization of the Mission's assets in the rotation of personnel. The Advisory Committee encourages UNMIL to continue to seek efficiencies in the utilization of its air assets for the rotation of personnel (para. 24).	**At all times, the Mission carefully evaluates operational requirements and efficiencies to be gained and, whenever possible, utilizes its air assets for rotations, thus incurring lower costs than would be incurred through the engagement of commercial flights.**
Upon inquiry, the Advisory Committee was informed that the contract for the rental of the B-757-200 aircraft would end on 4 October 2010, and that increased requirements were an estimation of the costs under the new contract during the 2010/11 financial period. It was further informed that in general all contracts are three-year contracts and that it is prudent to estimate an increased cost at the time of establishing new contracts. At the same time, the Committee was informed that the Department of Field Support was engaging in strategies to manage the increases in aircraft rental costs, including through sharing capacity between neighbouring field operations, ensuring the most cost-effective procurement and giving the Joint Movement Control Centre a greater role in advance planning to ensure the optimal use of all modes of transport. Inter-agency agreements were also being developed to meet surge requirements, thus minimizing the need for standing capacity. The Advisory Committee expects UNMIL to provide updated information on the effectiveness of those strategies chosen to better manage costs for air operations in the next proposed budget submission (para. 40).	**UNMIL continues to share its air assets with UNOCI and UNIPSIL. In addition, the B-757-200 aircraft continues to be an asset shared by UNMIL and UNOCI (60 per cent UNMIL, 40 per cent UNOCI).** **UNMIL provided troop rotation flights for five peacekeeping missions (UNMIL, UNOCI, the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Mission in the Central African Republic and Chad (MINURCAT) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID)) within the West African and Middle East regions, which resulted in the efficient utilization of aircraft.** **The B-757-200 aircraft flew a total of 6,210 flight hours, versus 6,364 of the total number of contracted flight hours for the period from 4 October 2007 to 4 October 2010 (3 years), representing 97.6 per cent of the contracted hours.**

The estimated requirements for consultants for the 2010/11 period total $1,295,000, an increase of $297,500 (or 29.8 per cent). These consultancy services are intended to support the preparation of presidential and legislative elections and to provide legal consultants to assist prosecutors and public defence counsels as well as the Law Reform Commission. The Advisory Committee stresses that those consultancy services that are intended to support the elections should be drawn upon only as required (para. 43).	The Mission utilizes consultants only in cases with regard to which in-house capacity does not exist within the United Nations. Consultancies intended to support elections have not yet been utilized and will be drawn on only after the voter registration exercise has ended and UNMIL, the Government of Liberia and other partners have begun to engage in the electoral process. It is expected that the two consultancies included in the 2010/11 budget for electoral support will be required during the second half of the 2010/11 financial period.
For the period 2010/11, 40 quick-impact projects are foreseen, with total estimated requirements of $1,000,000, although no details on specific intended projects were provided. The Committee expects UNMIL, drawing on its experience in implementing quick-impact projects, to make efforts to ensure the effective utilization of the appropriation provided for these projects in accordance with established guidelines (para. 45).	UNMIL conducted a needs assessment, which highlighted 40 priority projects for funding. Thirty projects will target the rehabilitation of rule-of-law infrastructure (police stations, immigration border posts, magistrate courts and detention facilities), and 10 will support projects to support local state institutions and community projects (fire services buildings, community resource centres and health-care posts) in rural areas. The Mission is continuously reviewing the programme to ensure that funds are effectively utilized in accordance with the relevant guidelines and existing policies.
With respect to the reference in paragraph 35 of the performance report on the budget of UNMIL for the period from 1 July 2008 to 30 June 2009 (A/64/601) to savings attributed to the non-purchase of rations, the Advisory Committee wishes to point out that, while it encourages peacekeeping missions to present efficiency gains it has identified or achieved, such gains should not be confused with underexpenditures. Instead, efficiency gains are made through the streamlining or restructuring of processes to achieve the same result with fewer resources. The Advisory Committee expects any efficiency gains to be reflected in the performance report (para. 47).	In the context of the completion of the third stage of the drawdown of the Mission's military component and the overall downsizing of the Mission, no efficiency gains are reflected in the performance report on the budget for the period from 1 July 2009 to 30 June 2010 (A/65/620).
The Advisory Committee notes that UNMIL has made progress towards increasing the number of female officers in the Liberia National Police to 20 per cent, thanks in part to the efforts of the Liberian Government. Challenges include cultural sensitivities, a limited pool of candidates with the minimum educational requirements and a lack of programmes to address the needs of female police officers. The Committee further notes that the United Nations police has assisted the Liberia	The level of female representation in the Liberia National Police increased from 12 per cent in the 2008/09 financial period to 14.7 per cent in the 2009/10 period.

National Police in taking significant measures to overcome these obstacles. The Committee was informed that a number of specific projects have been identified, including recruitment drives targeting women to train at the National Police Training Academy, that could help achieve the 20 per cent benchmark, but that the success of these projects will depend on receiving support from donors. The Committee welcomes this progress and encourages UNMIL to continue its efforts to increase the percentage of female officers in the Liberia National Police (para. 48).	
In response to paragraph 129 of the Board of Auditors report regarding inconsistencies in the preparation of technical reports, the Advisory Committee was informed that UNMIL had conducted an evaluation of the processes, procedures and capacity of personnel involved in the preparation of technical evaluation reports and had determined that the source of the problem was the initial technical evaluation criteria. The contracts unit under the Procurement Section embarked on training of the relevant personnel. Follow-up coordination meetings were also held and samples of evaluation criteria considered as best practices were provided to all personnel involved. As a result, there has been noted improvement. As at 18 March 2010, all technical evaluation reports in the 2009/10 financial year had been acceptable to the local committee on contracts. The Advisory Committee is of the view that UNMIL should share with other missions the lesson learned on the need for training in compliance with the United Nations Procurement Manual (para. 52).	**There are annual workshops for section chiefs from all missions, at which new ideas and lessons learned are normally shared. UNMIL participates in these meetings/conferences and passes on to other missions the knowledge gained as a result.**

(A/63/746/Add.8)

Request/recommendation	*Action taken to implement request/recommendation*
With regard to the P-5 post, the Committee notes that the Joint Mission Analysis Centre had previously functioned within the security sector component, headed by a military staff officer. According to the Secretary-General, the new civilian P-5 Chief of the Centre would be responsible for the day-to-day operation of the Centre, which is composed of civilian personnel from various parts of the mission structure, the United Nations police, and military and security personnel. The Centre is responsible for the	**Under the Office of the Special Representative of the Secretary-General, with direct reporting line to the Chief of Staff, the incumbent has served on the post since December 2009. The civilianization of the P-5 post has improved the overall integration of inputs from the military, police and civilian components and systemized information collection on cross-cutting issues. In turn, this harmonized approach has permitted a more comprehensive assessment and a holistic approach in analysing political developments and forecasting.**

collection, coordination, analysis and dissemination of information from civilian and military sources and strategic analysis of medium- and long-term issues affecting the Mission. It provides analytical capacity to conduct threat and risk analysis and security assessment in the Mission area, with particular emphasis on high-level risk assessments. The Advisory Committee requests that an analysis of the effectiveness of the arrangement whereby the Joint Mission Analysis Centre is headed by a civilian staff member be included in the next financial report on the Mission (para. 29).	

C. Board of Auditors

(A/64/5 (Vol. II), chap. II)

Request/recommendation	*Action taken to implement request/recommendation*
Portfolio of evidence	
At UNMIK, the actual achievements of indicators and outputs were not recorded for two components. In addition, there were no standard processes for the collection, compilation and reporting of results-based-budgeting data for all components. Furthermore, two components did not review their results-based-budgeting information and test it against the evidence in order to ensure that the data were complete and accurate. Similar observations were made in UNMIL (para. 70). The Administration agreed with the Board's reiterated recommendation to ensure that UNMIK and UNMIL reinforce their information-gathering and portfolio-of-evidence processes for results-based budgeting in all components (para. 71).	All indicators of achievement were monitored and recorded by the various sections on the basis of the approved budget. Standard operating procedures were developed to ensure consistency in the gathering of information/data; however, as observed, some are implemented through existing United Nations databases such as Galileo, while others involve the compilation by sections of reports and minutes of meetings. The UNMIL Budget Section reviews report information for the support component to ensure that supporting documentation is available, while the Office of the Special Representative of the Secretary-General undertakes reviews for the substantive sections.
Acquisition planning	
A total of 141 fuel tanks which needed modification before use were delivered to UNMIL in September 2006. At the time of audit, 55 fuel tanks had been modified and put into use, and UNMIL had paid a total of approximately €1.4 million for the fuel tanks and incurred further costs to modify the tanks. However, the Board was not provided with details about the cost of modifying the tanks. UNMIL explained that the tanks had been procured through	This case was identified in 2006, and since then the Mission has implemented a double-checking/confirmation procedure to prevent such cases. To insure that goods/services are procured through the established systems contracts, the UNMIL Procurement Section verifies whether the specifications indicated in the requisition(s) correspond to the goods/services listed in the systems contracts. Thereafter, price confirmation requests are sent to systems contractors and further evaluated by the user sections. This procedure ensures that only mission-

headquarters systems contracts without consultation with the Mission to determine specific requirements. The Board has made other observations in the present report relating to surplus non expendable property which can be attributed to inappropriate acquisition planning (para. 82).	specific items are ordered through the systems contracts. Any flaws or gaps in the contracts are referred to Headquarters for correction before any orders are issued.
The Board recommends that the Administration ensure that all goods and services procured on behalf of the various missions fully take into account the specific missions' requirements (para. 83).	The modification of fuel tanks is carried out by UNMIL fuel technicians, who are the specialists in this field. They fit a fuel-collection suction pipe to each tank, which simply requires the boring of a hole in each double-walled tank and the installation of a short pipe and associated pipe fittings. As at 28 February 2010, 71 tanks had been modified. Sixty-five more units will be completed after the receipt of the necessary pipes and welding accessories, which are currently under procurement. The approximate cost of modifying each tank is $200. Five of the tanks do not require any modification. On the issue of inappropriate acquisition planning, UNMIL prepares a comprehensive acquisition plan at the start of every financial year and reviews requirements every quarter to ensure that surplus non-expendables are kept to a minimum. On the basis of these reviews, new acquisition plans are developed in line with the operational requirements of the Mission.
Bidding time frame	
In its previous report (A/63/5 (Vol. II), para. 160), the Board noted that at some missions the bidding submission times were less than the minimum time frame and recommended that the Administration ensure that missions comply strictly with minimum time requirements for the submission of bids, as required by the Procurement Manual. The same observations were made during the period under review. At MONUC, UNMIK and UNMIL, there were instances where the submission time frames allowed for potential vendors was much shorter than the minimum time required in the Procurement Manual. These missions explained that the shorter time frames for bids were due to the urgency of procurement requirements as well as inadequate procurement planning in some cases (para. 87). The Board reiterates its previous recommendation that the Administration ensure	UNMIL has taken note of the recommendation and endeavours to comply with the minimum time requirements for the submission of bids as set out in the Procurement Manual. However, it should be noted that the time frames specified in the Manual reflect typical timelines and are not mandatory. The determination of time frames depends on the specific requirements of the mission in question.

that the Procurement Division and all missions comply strictly with the requirements of the Procurement Manual relating to the minimum time frames for the submission of proposals and responses to requests for quotations, invitations to bid and requests for proposals (para. 89).	
Technical evaluation	
At UNMIL, a review of a sample of local committee on contracts minutes for 2008/09 indicated that there were inconsistencies in the way the technical reports were prepared. In some instances, the inconsistencies led to the committee being unable to award a particular bid, as the technical reports had to be recompiled (para. 129). **The Board recommends that the Administration ensure that UNMIL prepare technical evaluation reports in a consistent way for consideration by the local committee on contracts (para. 130).**	UNMIL conducted an evaluation of the processes, procedures and capacities of personnel involved in all stages of the preparation of technical evaluation reports, from initiation to completion. The source of the problem was the technical evaluation criteria, beginning with the statement of work. The contracts unit under the Procurement Section embarked on the training of personnel involved in the preparation of the initial statement of work. Follow-up coordination meetings were also conducted, and samples of evaluation criteria considered to be best practices were provided to all personnel involved. There was noted improvement, and in the 2009/10 financial year all evaluation reports were acceptable to the local committee on contracts, enabling it to award bids as required
Physical counts and inventory records	
At UNMIL, 54 per cent of expendable stock, 66 per cent of durable stock and 71 per cent of spare parts, amounting to a total value of $25.08 million, had never been physically counted or verified (para. 144). **The Board reiterates its previous recommendation that the Administration strengthen the management and control of expendable property by ensuring that accurate records are maintained, physical counts are periodically conducted, discrepancies are promptly investigated and corrective actions are promptly taken (para. 146).**	Periodic physical verification of non-expendable property is conducted throughout the year, and for 2009/10 UNMIL had 100 per cent verification. For expendable property, the self-accounting units have established systems of monitoring by enhancing the BusinessObjects reports that they produce every month. The Mission has moved to standardize the reports so as to make monitoring easy for the Administration. The monthly reports are used to physically verify the property, and any discrepancies are investigated and corrected. This is a continuous exercise. Annual physical inventory counts are also conducted.
Stock level management	
At UNMIL, although the Mission established minimum and maximum stock levels for most categories of expendable property in the database, procedures were not performed to monitor adherence to these levels. In particular, as at 30 June 2009, the percentage of spare parts on hand in proportion to the purchase value of motor vehicles was 14.26 per cent, which was 4.26 per	As indicated above, in 2009/10 the systems were improved and stock levels were strictly observed. Supply, engineering and ground transport sections monitor minimum/maximum levels through BusinessObjects reports. The actual stock levels are based on the consumption history over the past two years with respect to every item in the inventory. However, it should be noted that different line items have different consumption

cent greater than the limit as prescribed in the Surface Transport Manual (para. 148). The Board recommends that the Administration ensure that UNMIL monitor minimum and maximum stock levels in the database to ensure that they are maintained at the recommended levels (para. 149).	trends during the same targeted period. Therefore, minimum, maximum and reorder points change when the report is refreshed. Some items are not affected because average consumption does not change.
Physical verification and discrepancies	
At UNMIL, 2,677 items amounting to $6.46 million, or 8.6 per cent in quantity and 4.1 per cent in value, were not found during the physical verification. There were also instances where the location of the non-expendable property was incorrect in the database, as well as assets which could not be found (para. 159). The Administration agreed with the Board's reiterated recommendation that all missions promptly investigate the discrepancies relating to non-expendable property and take appropriate measures to ensure that their asset records are accurate and reliable (para. 162).	This has since been corrected through periodic physical verification, the updating of data in the Galileo system and continuous monitoring by the Administration.
Delays in write-off and disposal of non-expendable property	
As at 6 October 2009, there were 30,101 non-expendable property items pending write-off and disposal at the 15 active missions under review. Included in this figure were 15,711 items with a total value of $63.72 million, or 52 per cent both in quantity and in value, which had been pending disposal for a period of more than six months. According to the data provided by the Department of Field Support, it took 308 days on average to complete a disposal process through commercial sale, while the target timeline was 180 days. At UNMIL, 633 items amounting to $1.53 million had been pending approval for disposal for more than six months as at 30 June 2009. A total of 971 items, with an acquisition value of $6.67 million, approved for disposal were not disposed of and were not removed from the database. Some items had been pending disposal for more than five years (para. 167). The Board reiterates its previous recommendation that the Administration strengthen its monitoring on the write-off and disposal of non-expendable property at missions to ensure that appropriate measures are taken to expedite all pending write-offs and disposals (para. 169).	In the 2009/10 financial period, UNMIL created a Property Management Section, which was fully operational by June 2010. The Section commenced the review of business processes to ensure that the write-off and disposal of assets are carried out in a timely and efficient manner. UNMIL has begun to strengthen its ongoing monitoring of the write-off and disposal of non-expendable property through improved and more regular communication and interaction between the Property Management Section and asset custodians/property management stakeholders at several levels, including through: (a) improved daily communication and information flow and exchange; (b) the weekly sharing, among all non-expendable property stakeholders, of systems-generated reports (and the leading of any subsequent follow-up action) highlighting changes in asset location and identifying non-expendable property that has not been accounted for; (c) the convening of monthly formalized property management stakeholder meetings at which write-offs are specifically addressed as a standing agenda item and corrective measures are agreed upon; and (d) monthly reporting to Headquarters on progress made in write-offs and any action taken.

In order to improve internal responsiveness and ensure that any necessary measures are taken to increase stakeholder/custodian accountability with respect to the write-off of non-expendable property, a task force has been established, comprising representatives of the relevant self-accounting units and the Security, Property Management and Procurement Sections, to specifically address legacy cases (backlogs) and to examine current business processes in order to formulate robust proposals to enhance the overall write-off process and improve on the level of write-offs being undertaken. The task force has been in place since October 2010. In addition, UNMIL will prepare all of the physical space required for the Property Disposal Unit disposal yard so that the Mission can establish a regime of regular sale "lots", planned to commence in the fourth quarter of 2010.

As part of its overall monitoring of property disposal, UNMIL will continue to communicate monthly with Headquarters by submitting update reports tracking any UNMIL Local Property Survey Board submissions requiring Headquarters Property Survey Board approval. Depending on the outcome of the monthly monitoring, UNMIL will, where appropriate, recommend that the Department of Field Support consider revising the disposal approval process in order to better ensure that write-offs and disposals are approved within a reasonable period of time.

Stock ratios and surplus

At UNMIL, two aircraft tow motor vehicles with a total value of $776,486 had not been used since they were acquired approximately three years ago. These assets were exposed to unfavourable storage conditions, as there was no shelter for the assets. Similar observations were made in respect of an armoured vehicle with a value of $165,751 and other assets totalling $584,671 (para. 176). The Administration agreed with the Board's recommendation to (a) review the non-expendable property at all active missions in order to ascertain the realistic quantities that should be held, (b) identify and declare surplus assets in the system and (c) take appropriate measures to transfer all surplus assets to missions in need of them or to UNLB, or to dispose of them as appropriate (para. 180).

Evaluation of Mission requirements by self-accounting units through the Vehicle Establishment Committee for the Transport Section, monitoring of utilization by the Communications and Information Technology Section and the Engineering Section, and establishment of optimum stock levels were carried out. Surplus assets, once identified, are flagged in the system and offered for transfer to other missions, or, if they are obsolete, write-off processes are initiated.

Replacement of vehicles

At UNMIL, there were 192 vehicles with mileage in excess of the maximum limit, while 875 vehicles exceeded their useful lives. In addition, the maintenance cost of vehicles with high mileage had exceeded the average cost of maintenance for similar vehicles. The Mission explained that vehicles were still maintained according to normal manufacturer specifications. However, no evidence was provided to indicate that UNMIL had monitored the maintenance cost of vehicles with high mileage (para. 227). The Board recommends that the Administration ensure that all missions perform a cost analysis for the vehicles with high mileage and decide whether to replace such vehicles, taking account of the missions' specific circumstances (para. 228).	UNMIL has assessed its requirements, noted the high cost of maintaining old vehicles, and proposed that some of the vehicles be replaced, taking into account budgetary constraints. The Mission's Galileo Inventory Management System, which also records job orders for any repairs or replacements of spare parts, captures information regarding vehicle maintenance. The use of the system enables Mission staff to know at any given time what has been spent on a particular vehicle.

CarLog system

At UNMIL, there were no procedures in place to generate and review CarLog system reports (para. 230). The Administration agreed with the Board's recommendation that UNMIL implement procedures to generate and review the information in CarLog as part of monitoring vehicle usage (para. 232).	The Transport Section provides monthly reports generated by CarLog, which includes data on fuel collection, odometer readings and relevant dates, as well as plate numbers.

Strategic fuel reserves

In UNMIL, only operational fuel supplies were maintained. The Mission explained that the ground fuel contract had expired at the end of December 2008 and had not subsequently been renewed. Therefore, the Mission had been procuring ground fuel by way of spot purchases (that is, fuel purchases that provided at least 15 days' consumption) since January 2009 (para. 242). The Board reiterates its previous recommendation that the Administration ensure that all missions take steps to maintain the strategic fuel reserve (para. 244).	UNMIL currently holds strategic reserves of the two main fuels consumed by the Mission, namely, diesel and Jet A1. The strategic fuel reserves are held at the supplier's facilities and have been incorporated into the contracts. The strategic reserve of diesel fuel is 2 million litres, equivalent to 30 days' worth of supply for the Mission. Additionally, the 21 fuel stations operating in UNMIL hold on average reserve stocks to support 14 days of supply. The strategic reserve of Jet A1 is 600,000 litres, equal to 15 days of supply. Furthermore, UNMIL holds 100,000 litres and 50,000 litres of Jet A1 at Roberts International and Spriggs Payne airports, respectively, for emergency purposes. There are two aircraft refuelling points (Gbarnga and Greenville) in the region. Both locations hold 15 days of supply.

Aviation budget

The utilization of excess flight hours at UNMIL was lower than 40 per cent of the budget during 2008/09 (para. 274). The Board recommends that the Administration ensure that all missions address the underutilization of budgeted flying hours (para. 275).	The UNMIL Aviation Section continues to implement measures necessary to improve and increase aircraft utilization and has adopted a policy of making optimal use of air assets to meet operational and administrative flight requirements. During the budget preparation process, the following measures are taken to ensure realistic flight hour estimates: (a) Budgeted hours are estimated by the Aviation Section on the basis of the actual flight hours flown and/or the level of flight operations activity for the previous year; (b) Consultations are undertaken with both military and civilian components regarding planned activities and support that may be required, as well as comparative data/requirements for previous periods; (c) New flight schedules are revised and implemented on an ongoing basis, on the basis of actual passenger requirements and previous travel patterns; (d) During the 2009/10 financial period, 9,093 flight hours were flown, against a budgeted number of 9,664 flight hours, which reflects 5.9 per cent underutilization.

Aviation safety

At UNMIL, 27 air incidents, involving 12 aircraft, occurred during 2008/09. Two aircraft accounted for 26 per cent and 19 per cent, respectively, of the total incidents. In addition, on 30 January 2009, one aircraft was overloaded, with cargo of 5,400 kg in excess of the cargo manifest of 13,000 kg (para. 281). The Board recommends that UNMIL take appropriate measures to address the risks which give rise to aviation incidents, so that the incidents can be reduced (para. 282).	Improved measures have been put in place to reduce the number of air incidents as follows: (a) Utilization of daily aviation operational risk management checklist at air operations centre, air field management, technical compliance, planning and scheduling, and meteorological services; (b) Morning runway inspections conducted daily at Roberts International and Spriggs Payne airports and other regional airfields/helipads using a standard checklist to ensure that runways are safe and clear of foreign objects, including animals and birds; (c) Pilots are provided with comprehensive daily briefings on the status of airfields/helipads, security and weather, in addition to Notices to Airmen and Joint Operations Centre situation reports; (d) Daily parking plan implemented to prevent ramp congestion at the airports/airstrips from which the Mission operates;

	(e) All pilots are required to submit a mandatory 15-minute aircraft position report to the Air Operations Centre for flight monitoring purposes in accordance with UNMIL aviation standard operating procedures; **(f) Comprehensive briefing provided to newly arrived aircrew on established aviation standard operating procedures;** **(g) Implementation of pilot's after-mission report (on safety, flight and ground issues), filed daily;** **(h) Scheduling of quarterly inspections of helipads/airfields in Monrovia and at regional destination;** **(i) The airworthiness of aircraft is reviewed through the Technical Compliance Quality Assurance Unit, and air operators are required to update the Aviation Section on all aircraft undergoing maintenance;** **(j) Audits and unscheduled inspections of air operators' maintenance facilities are conducted;** **(k) Air operators are required to submit certified aircraft maintenance documents (post-maintenance reports, weekly maintenance reports and reports on scheduled maintenance programmes).**
Fuel costs recovery **At UNMIL, follow-ups were not performed regularly to recover the fuel costs from the air operators of test and non-revenue flights. As at 30 June 2009, the total recoverable costs of $345,750 were outstanding, of which $168,190 had been outstanding for six months (para. 284). The Board recommends that the Administration ensure that UNMIL perform regular follow-ups on outstanding balances relating to recoverable fuel costs with air operators (para. 286).**	**The Mission will always seek to recover all funds owed for any support/fuel provided. In this regard, by the close of the 2009/10 financial period, $63,618 was owed, compared with $345,757 owed at the close of the 2008/09 period.**
Policies and procedures **At UNMIL, the policies and procedures relating to information and communications technology systems had not been finalized. These policies and procedures are communicated through pop-ups and broadcast e-mails only (para. 310). The Administration agreed with the Board's recommendation that UNMIL finalize the policies and procedures on the communications and information technology system (para. 311).**	**By close of the 2009/10 financial period, the Communications and Information Technology Section of UNMIL had finalized standard operating procedures and policies for most areas of work, which were issued as administrative circulars to all UNMIL personnel. A few procedure manuals were in the process of being finalized and approved. In other instances, policies from the Department of Field Support for all missions were disseminated to Mission personnel.**

Vacancy and turnover rates

At UNMIL, there were seven vacant posts for the senior management level, which represented 21 per cent of the total authorized posts. At the middle-management level, there were 39 vacant posts, representing 18 per cent of the authorized posts (para. 320). The Administration agreed with the Board's reiterated recommendation to take urgent measures to fill vacancies so as to enable the Mission to execute its mandate effectively (para. 324).	UNMIL has a dedicated recruitment cell and works continuously to ensure that all authorized posts are filled. The Human Resources Management Section organized a training course for programme managers on the revised recruitment procedures to ensure that all those involved in recruitment are conversant with the recruitment policies so as to expedite recruitment processes. By the close of the 2009/10 financial period, only one senior management post was vacant.

Human resources action plans

UNMIL did not have an approved human resources action plan in place in 2008/09 (para. 333). The Administration agreed with the Board's reiterated recommendation to ensure that all missions establish human resources action plans, as required by directives from the Department of Peacekeeping Operations and the Department of Field Support (para. 334).	UNMIL is currently reviewing the human resources action plan package received from Headquarters in 2010 and aims to respond in due course, taking into consideration the current phase of the Mission and the proposed benchmarks/deliverables received from Headquarters.

Performance appraisal system

At UNMIL, performance appraisals were not carried out for all employees, as not all staff members had registered on the electronic performance appraisal system (e-PAS) (para. 336). The Board reiterates its previous recommendation that UNMIL implement procedures to ensure that performance appraisals are completed and signed off in a timely manner (para. 337).	By the end of June 2009, UNMIL had 100 per cent compliance as a result of the non-extension of the contracts of those who had not submitted e-PAS with at least a "fully successful" performance rating. The UNMIL Human Resources Management Section has pegged contract renewal to the receipt of e-PAS from all staff, and this has led to the timely preparation and submission of performance appraisal reports. Since most contracts are renewable from 1 July of any year, nearly 100 per cent of the e-PAS for the cycle ending on 31 March of the same year are received before 30 June.

Project implementation

For 2008/09, nine missions established quick-impact projects, with a total appropriation of $10.75 million. According to the quick-impact project guidelines, the implementing agency has three months to complete a project once the funds have been transferred. However, some missions did not complete the projects within the required time frame. The delay in implementing quick-impact projects leads to underspending and	The Mission takes note and concurs with this recommendation. Drawing from its experience, UNMIL has reviewed the entire project process to ensure that projects are implemented within the prescribed 3-month period. The main causes of implementation delays are the very poor road network, especially in the south-east; the non-availability of construction materials outside the capital; and the limited logistical capacity of local implementing partners. Nonetheless, the Mission has

missed opportunities to assist and influence communities in which the mission functions. At UNMIL, eight projects were not completed within the required three months (para. 362). The Board reiterates the previous recommendation that the Administration ensure that all missions take appropriate measures to ensure that quick-impact projects are completed within the specified time frames (para. 363).	reviewed the selection of projects to ensure that only projects deemed feasible without considerable delays are selected for funding and that only contractors with proven experience and capacity are considered for projects. The Mission is also making its logistics (trucks, vessel) available whenever feasible and on a cost-recovery basis.

D. Office of Internal Oversight Services

(A/64/326 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
In an audit of the Environment and Natural Resources Unit in UNMIL (AP2009/626/06), OIOS found that the Mission had no environmental action plan, precluding it from effectively monitoring environmental issues and thus from mitigating their impact. The Mission accepted the recommendation of OIOS to prepare an environmental action plan and to maintain an environmental log in compliance with the Environmental Policy for United Nations Field Missions (para. 41).	UNMIL has an environmental action plan in place and began quarterly environmental inspections during the 2009/10 financial period. As indicated in the planning assumptions, the Mission is also involved in various activities to address the environmental impact of its presence.
In UNMIL, OIOS investigated claims that two United Nations civilian police officers (including a team leader) had sexually exploited local women. OIOS found that the police officers had sexually exploited numerous women and, in furtherance of doing so, had engaged third parties to solicit women for them. The Department of Field Support has referred the findings of the OIOS investigation to the police-contributing countries concerned for appropriate action; a response has yet to be received (ID Case No. 0233/07) (para. 52).	Further to the notes verbales sent to the police-contributing countries in March 2009, the Department of Field Support sent notes verbales in August 2009 requesting an update with regard to any action taken. A response has yet to be received.

Request/recommendation	*Action taken to implement request/recommendation*
Also in UNMIL, OIOS investigated a report that a member of a military contingent had been arrested by local authorities for being in possession of illicit narcotics. A subsequent contingent board of inquiry exonerated the subject. However, preliminarily, OIOS found that the board of inquiry had failed to conduct a thorough examination of the facts and that its findings were not based on a fair and impartial hearing. The Department of Field Support has provided the OIOS findings to the concerned troop-contributing country; a response has yet to be received (ID Case No. 0032/07) (para. 53).	A response has yet to be received from the troop-contributing country with regard to the note verbale sent on 10 June 2009 by the Department of Field Support.

(A/64/712)

Decision/request	*Action taken to implement decision/request*
The Department of Peacekeeping Operations should consider conducting a more in-depth examination of the consequences and outcomes of the closure of the Liberian office of the Office for the Coordination of Humanitarian Affairs vis-à-vis the effective delivery of humanitarian assistance in Liberia since 2004, in order to identify best practices and lessons learned that can inform future missions. The Department may also consider undertaking such an examination jointly with the Office for the Coordination of Humanitarian Affairs (para. 73). The Department of Peacekeeping Operations commented that it does not agree that the implementation of the aforementioned recommendation would have added value, particularly since several such reviews were conducted by the Office for the Coordination of Humanitarian Affairs and independent institutions shortly after the closure of the Liberian office. The Department added that, in its view, should the recommendation remain, the Office for the Coordination of Humanitarian Affairs should lead the assessment (para. 74). In the light of the recent experience in the United Nations Stabilization Mission in Haiti, OIOS maintains that a joint evaluation should be conducted by the Department of Peacekeeping Operations and the Office for the Coordination of Humanitarian Affairs (para. 75).	As stated by the Department of Peacekeeping Operations, the Office for the Coordination of Humanitarian Affairs has documented several reviews and should lead lessons-learned assessments.

Decision/request	*Action taken to implement decision/request*
UNMIL, in conjunction with ECOWAS and the Government of Liberia, should carry out a security threat assessment, followed by a needs assessment and the development of a strategy for addressing these needs, to be used as the basis for an informed exit strategy that will prevent the creation of a security vacuum after the Mission has been downsized (para. 76).	UNMIL and Liberian security forces conduct regular joint border operations with the Governments of Guinea and Sierra Leone, as well as UNOCI. Moreover, the UNMIL Joint Mission Analysis Cell conducts semi-annual regional visits to Sierra Leone, Guinea and Côte d'Ivoire to carry out security threat assessments, including a joint assessment with the Civil Affairs Section, UNDP and UNOCI on the presence of ex-combatants and refugee activities in western Côte d'Ivoire.
The Department of Peacekeeping Operations should strengthen the Mission's United Nations police capacity by making available advanced and specialized police capacities in such areas as forensics, strategic planning and management, together with civilian capacities in such areas as logistical support management, accountancy and audit, to enable the Mission to fulfil its United Nations police mandate (para. 77). The Department of Peacekeeping Operations agreed with the aforementioned recommendation, while noting that this is a challenge for all peacekeeping missions. Furthermore, in December 2009 the Department's Police Division sent a letter to all UNMIL police-contributing countries specifying the specific skill set required for the Mission, and also raised the level of the minimum selection criteria (para. 78).	The present report contains the proposal that 10 posts be established in the Office of the United Nations Police Commissioner: Institutional Development Adviser, Border and Immigration Adviser, Police Programme Manager, Police Training Officer, Finance and Budget Officer, Crime Management Adviser, Human Resources Officer, Public Information Officer, Logistics Officer, and Telecommunications and Information Technology Officer.
UNMIL should consider reorganizing its United Nations police and revising its standard operating procedures so that most units are restructured to play advisory roles with regard to the Liberia National Police. UNMIL should ensure that the structure of its United Nations police corresponds to that of Liberia National Police senior management, so that appropriate advisory roles can be ensured and high-level United Nations police officers can be assigned to advise relevant deputy police commissioners and senior officers of the Liberia National Police (para. 81). The Department of Peacekeeping Operations noted that the aforementioned recommendation has already been implemented, as the revised concept of operations for the United Nations police is near finalization (para. 82).	The UNMIL police structure corresponds, in general, to that of the Liberia National Police and allows for a broad application of advisory roles at the middle-management level. The senior adviser team is assigned to individual Liberia National Police senior managers and their immediate area of responsibility, allowing for more intense capacity-building. The Team has expanded to include international high-level United Nations police advisers, allowing for increased one-on-one capacity-building of Liberia National Police senior managers. The increase in the number of experienced high-level police managers serving as advisers would increase United Nations police capacity-building of Liberia National Police management.

Decision/request	*Action taken to implement decision/request*
UNMIL, in close consultation with the United Nations country team, Member States and the Government of Liberia, should consider developing an overarching strategy for security sector reform that links in particular reform of the defence sector with that of the national police and of the judicial and corrections systems. Such a strategy should take into account the Mission's drawdown phase, addressing reform components that will be managed both before and after the Mission withdraws (para. 83). The Department of Peacekeeping Operations agreed with the aforementioned recommendation, but noted that the present report does not reflect the fact that the Government of Liberia stopped the recruitment of corrections personnel after the first two courses, owing to a lack of sufficient resources to pay salaries. The report also makes no mention of the efforts made thus far in the area of corrections, such as the Peacebuilding Fund projects under way and the project proposal developed with a view to building infrastructure and capacity. In addition, it does not mention the strategic plan for the corrections sector that has been developed and approved by the Government (para. 84).	The approach taken by UNMIL to security sector reform has been focused on assisting national partners in developing strategic plans for each of the line ministries and agencies, taking into account the linkages between each component and the Government's overarching priorities as set out in the poverty reduction strategy and the national security strategy. The Liberia configuration of the Peacebuilding Commission agenda also builds on this interlinkage among security, justice and national reconciliation. This approach ensures buy-in by national authorities, who have subsequently demonstrated a commitment to the implementation of these strategic plans.
The Department of Peacekeeping Operations should, where applicable and appropriate, consider employing in peacekeeping and peacebuilding missions variations on the model of the county support team as utilized in Liberia. Given the uniqueness of each situation, the Liberian model can be shared with mission leaders in other countries, who can decide whether the use of a similar structure would be appropriate (para. 85).	UNDP produces semi-annual progress reports on the county support teams, and various documents on the structure have been shared with Headquarters through the UNDP programme coordinator and appropriate UNMIL counterparts.
UNMIL should intensify political dialogue with the Government of Liberia with a view to developing strategies for accelerating national legal reform and implementing the strategic plans for the rule-of-law sector (para. 86).	UNMIL, under the leadership of the Deputy Special Representative of the Secretary-General (Rule of Law), has strived to develop strong working relationships with national actors in the rule-of-law sector, namely, the Minister of Justice, the Chief Justice and Associate Justices, the Solicitor General, the Chair of the Law Reform Commission and legislative committees, in order to encourage the pace of reform within the sector. Efforts are ongoing on the part of both the Deputy Special Representative of the Secretary-General (Rule of Law) and the UNMIL rule-of-law section chiefs to accelerate the implementation of the various strategic plans within the rule-of-law sector, through regular engagement with the

Decision/request	*Action taken to implement decision/request*
	Ministry of Justice, the judiciary, the Liberia National Police, the Bureau of Corrections and Rehabilitation, the Bureau of Immigration and Naturalization, and the Legislature. UNMIL also participates actively at the policy and technical levels in the Government's poverty reduction strategy pillar structure, assisting in the achievement of reform deliverables.
UNMIL should ensure the adoption of adequate strategies in helping the National Elections Commission to prepare for the upcoming elections in the areas of advance logistical planning and establishing proper procedures and rehearsals, including by drawing on lessons learned from past electoral practices (para. 87).	In accordance with Security Council resolutions 1885 (2009) and 1938 (2010), UNMIL is mandated to assist the Liberian Government with the 2011 general presidential and legislative elections by providing logistical support, in particular to facilitate access to remote areas; coordinating international electoral assistance; and supporting Liberian institutions and political parties in creating an atmosphere conducive to the conduct of peaceful elections. Critical tasks for UNMIL in this regard are to facilitate the establishment of a legal framework for the elections and to promote an increase in women's participation in the process and leadership in the International Contact Group for the Mano River Basin. The Mission will also assist the National Elections Commission in assisting the Inter-Party Consultative Committee in addressing election-related issues. UNMIL has consistently documented the nine by-elections since 2005, in particular the October-November 2009 Montserrado Senatorial by-elections, in drawing lessons learned for the 2011 elections. The Mission has also formed an electoral task force with substantive, military and mission support components, in addition to the United Nations country team, to coordinate United Nations system support for the elections.
The United Nations in Liberia should consider adapting the United Nations Development Assistance Framework in the light of the new requirements of the Department of Peacekeeping Operations, so that it can be adopted as the Mission's functional integrated strategic frameworks. Throughout such a process, UNMIL should ensure that its strategic partnership with the country team remains fair and strong (para. 88). The Department of Peacekeeping Operations commented that the aforementioned recommendation was implemented and endorsed by all United Nations agencies participating in the integrated mission task force for Liberia, on 29 January 2010 (para. 89).	The strategic planning group, first established in 2007, is the principal forum for the discussion of key policy and strategic issues. Its reach was further developed in June 2008, following the finalization of the poverty reduction strategy and the United Nations Development Assistance Framework. The strategic planning group is now used to oversee and manage the implementation of the Framework, as well as for strategic discussions to establish a common United Nations response to national developments and key management issues. For example, the group receives the reports of the convenors of the Outcome Groups of the Framework. Moreover, the integrated transition design team is tasked with overall responsibility for the UNMIL transition plan.

Decision/request	*Action taken to implement decision/request*
	Participants include representatives of the Office of the Special Representative of the Secretary-General, the Offices of the Deputy Special Representatives of the Secretary-General, military and mission support components and the United Nations country team (UNDP, the Chair of the inter-agency programming team, the Chair of the operations management team and the Resident Coordinator who is also the Deputy Special Representative of the Secretary-General (Recovery and Governance)). In addition, the Office of the Special Representative of the Secretary-General has budgeted for a consultant to undertake an evaluation of the Government's buy-in of UNMIL transition planning.
In line with Department of Peacekeeping Operations guidelines, UNMIL should appoint dedicated civilian planning capacities to facilitate its exit and transition phases. To that end, the Special Representative of the Secretary-General for Liberia may consider establishing an integrated analytical and planning team by integrating the planning capacity of UNMIL with that of the United Nations country team (para. 90).	The Mission is currently focusing efforts and discussions on the handover of security responsibilities. UNMIL has appointed a focal point to ensure that all discussions and planning with the Government in this regard is documented. Moreover, there are various planning capacities within the Mission, led by the Office of the Special Representative of the Secretary-General, to carry out an inclusive and consultative approach in planning its transition. Consultations held so far have included a retreat of the United Nations country team and UNMIL in January 2010 and subsequent discussions.
The Department of Peacekeeping Operations and the Department of Field Support should work in collaboration with various United Nations agencies, funds and programmes to overcome the administrative challenges identified within missions as hampering true integration in the field (para. 91).	As noted above, the integrated transition design team is tasked with overall responsibility for the UNMIL transition plan. Participants include representatives of the Office of the Special Representative of the Secretary-General, the Offices of the Deputy Special Representatives of the Secretary-General, military and mission support components and the United Nations country team (UNDP, the Chair of the inter-agency programming team, the Chair of the operations management team and the Resident Coordinator's Office).

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

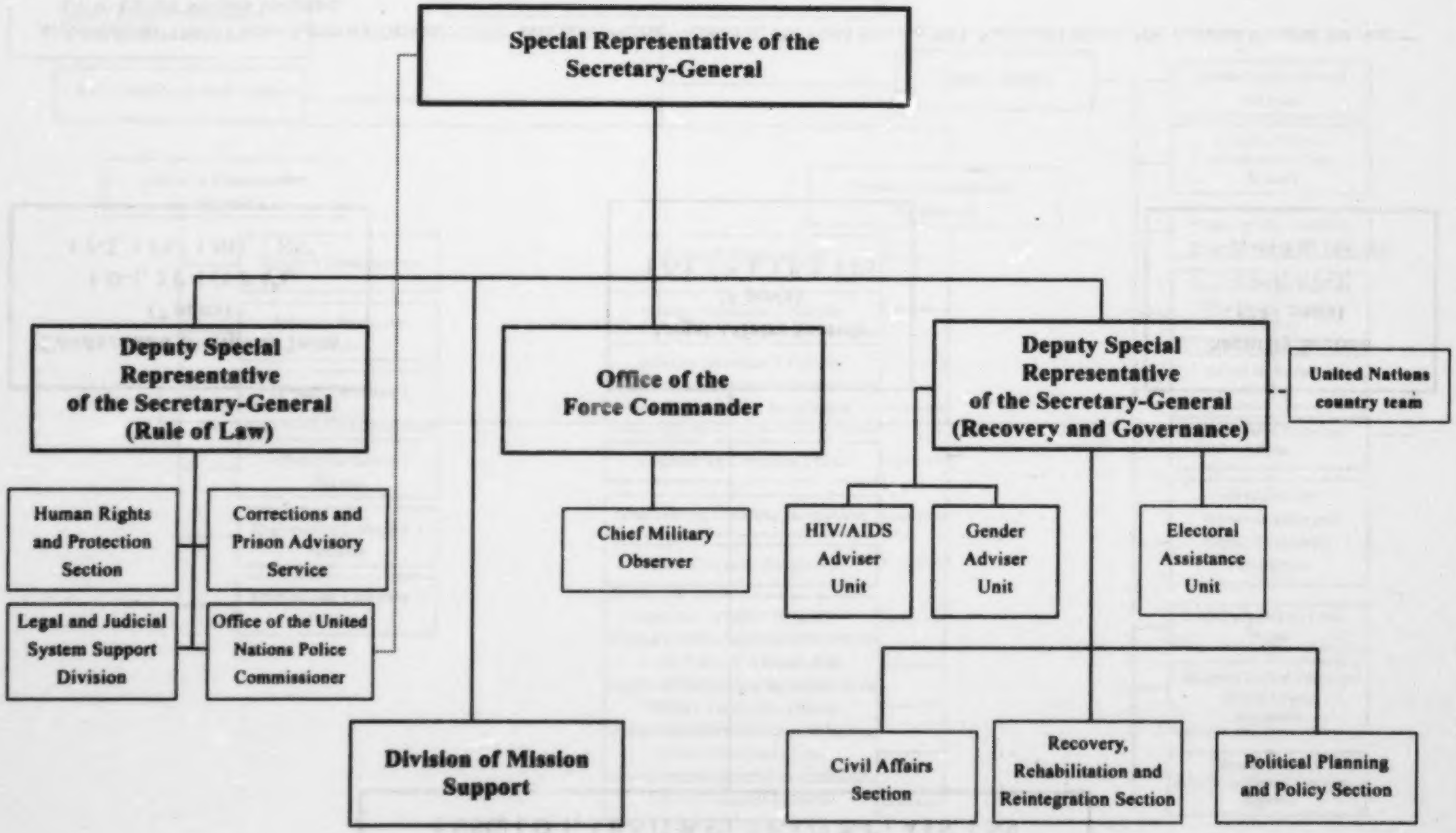
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External: variances caused by parties or situations external to the United Nations**
- **Cost parameters: variances caused by United Nations regulations, rules and policies**
- **Management: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)**

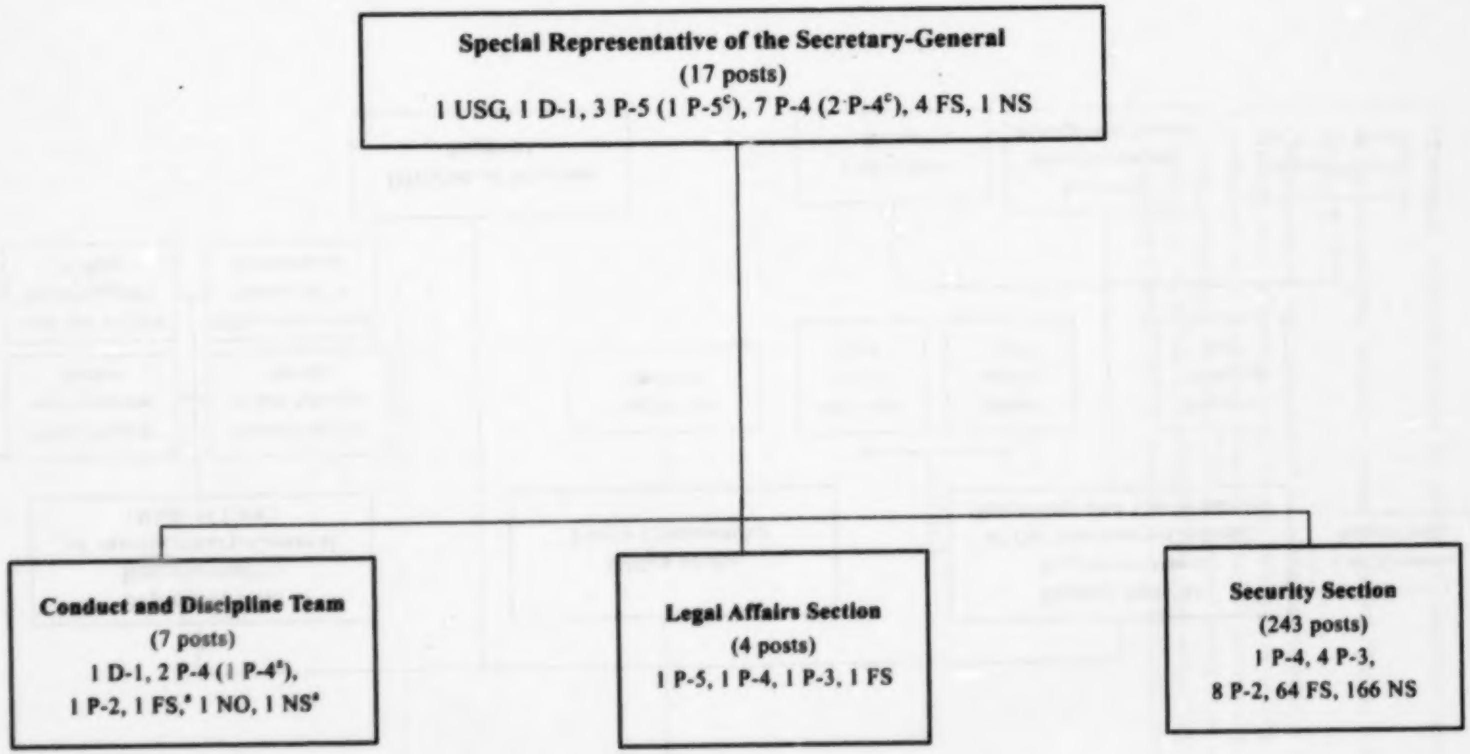
Annex II

Organization charts

A. United Nations Mission in Liberia


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law)
Human Rights and Protection Section
Corrections and Prison Advisory Service
Legal and Judicial System Support Division
Office of the United Nations Police Commissioner
Office of the Force Commander
Chief Military Observer
Division of Mission Support
Deputy Special Representative of the Secretary-General (Recovery and Governance)
United Nations country team
HIV/AIDS Adviser Unit
Gender Adviser Unit
Electoral Assistance Unit
Civil Affairs Section
Recovery, Rehabilitation and Reintegration Section
Political Planning and Policy Section

B. Office of the Special Representative of the Secretary-General


Special Representative of the Secretary-General
(17 posts)
1 USG, 1 D-1, 3 P-5 (1 P-5[c]), 7 P-4 (2 P-4[c]), 4 FS, 1 NS
Conduct and Discipline Team
(7 posts)
1 D-1, 2 P-4 (1 P-4[e]),
1 P-2, 1 FS,[a] 1 NO, 1 NS[a]
Legal Affairs Section
(4 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS
Security Section
(243 posts)
1 P-4, 4 P-3,
8 P-2, 64 FS, 166 NS

Abbreviations: USG: Under-Secretary-General; ASG: Assistant Secretary-General; FS: Field Service; NO: National Officer; NS: national General Service; UNV: United Nations Volunteer.

[a] Funded under general temporary assistance.

[b] Reclassification.

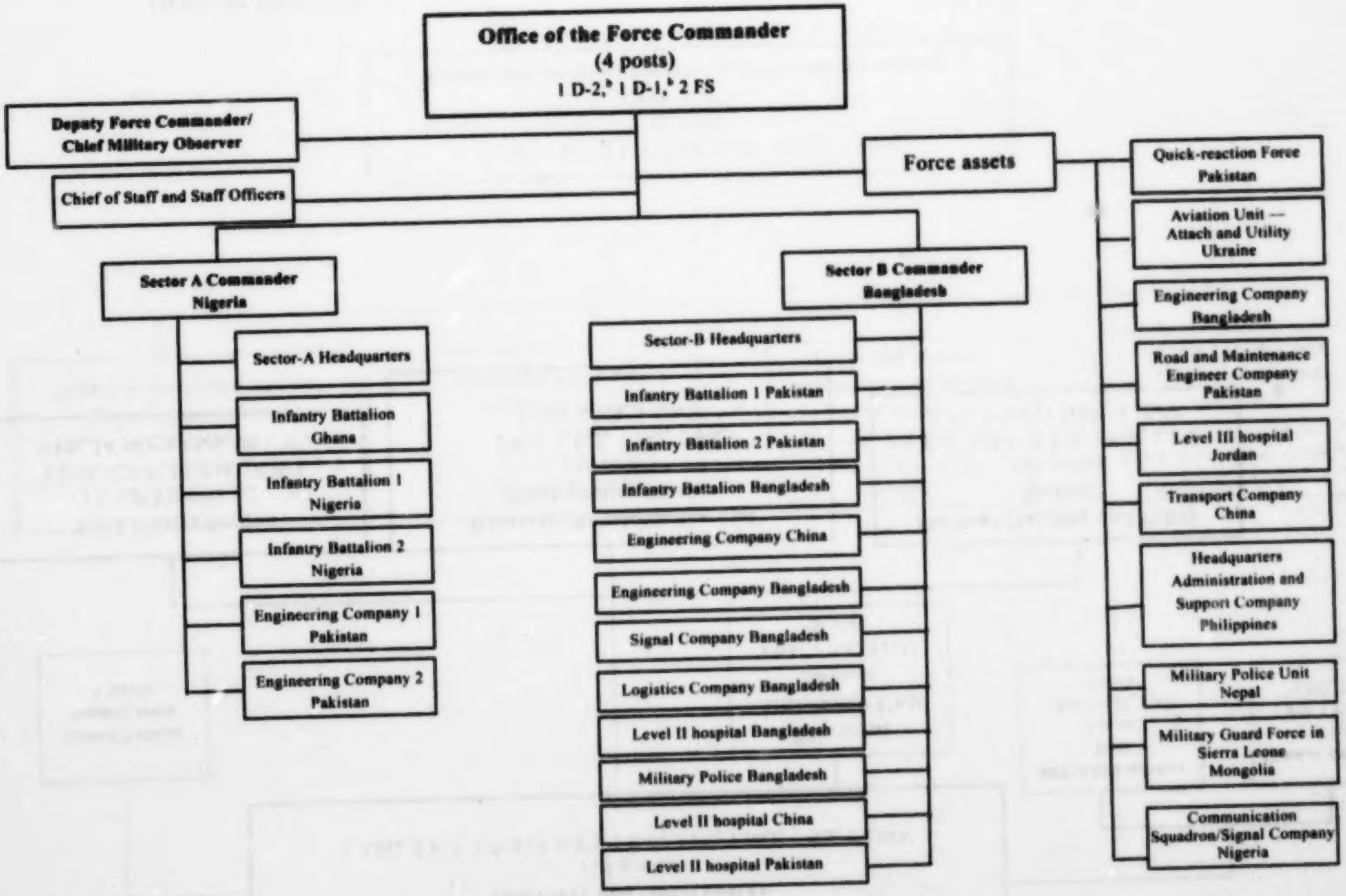
[c] Reassignment.

[d] Conversion.

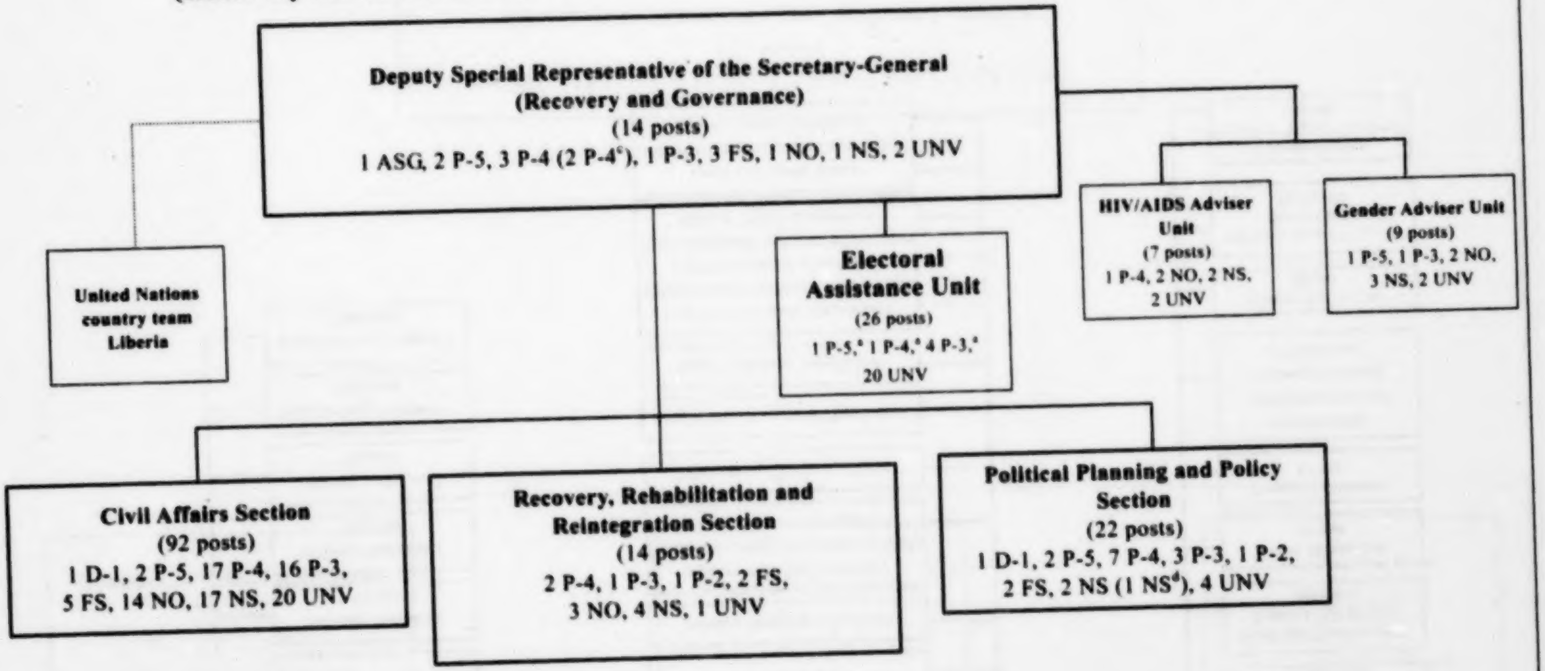
[e] New.

[f] Redeployment.

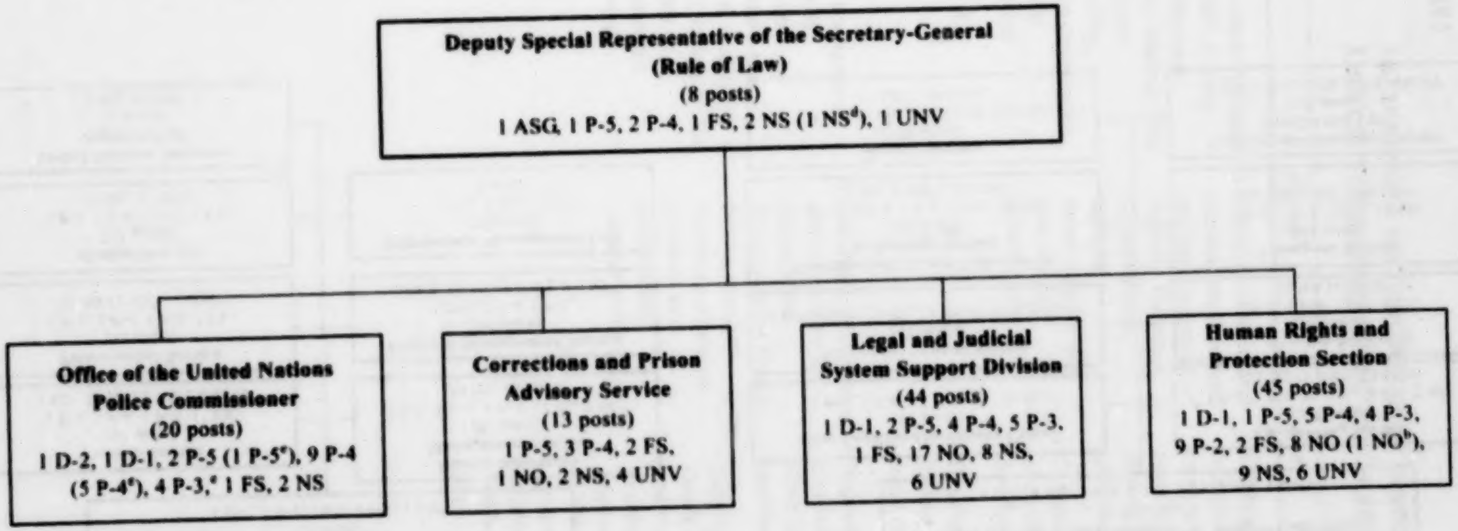
C. Military operations


Office of the Force Commander
(4 posts)
1 D-2,[b] 1 D-1,[b] 2 FS
Deputy Force Commander/ Chief Military Observer
Chief of Staff and Staff Officers
Force assets
Sector A Commander Nigeria
Sector-A Headquarters
Infantry Battalion Ghana
Infantry Battalion 1 Nigeria
Infantry Battalion 2 Nigeria
Engineering Company 1 Pakistan
Engineering Company 2 Pakistan
Sector B Commander Bangladesh
Sector-B Headquarters
Infantry Battalion 1 Pakistan
Infantry Battalion 2 Pakistan
Infantry Battalion Bangladesh
Engineering Company China
Engineering Company Bangladesh
Signal Company Bangladesh
Logistics Company Bangladesh
Level II hospital Bangladesh
Military Police Bangladesh
Level II hospital China
Level II hospital Pakistan
Quick-reaction Force Pakistan
Aviation Unit — Attach and Utility Ukraine
Engineering Company Bangladesh
Road and Maintenance Engineer Company Pakistan
Level III hospital Jordan
Transport Company China
Headquarters Administration and Support Company Philippines
Military Police Unit Nepal
Military Guard Force in Sierra Leone Mongolia
Communication Squadron/Signal Company Nigeria

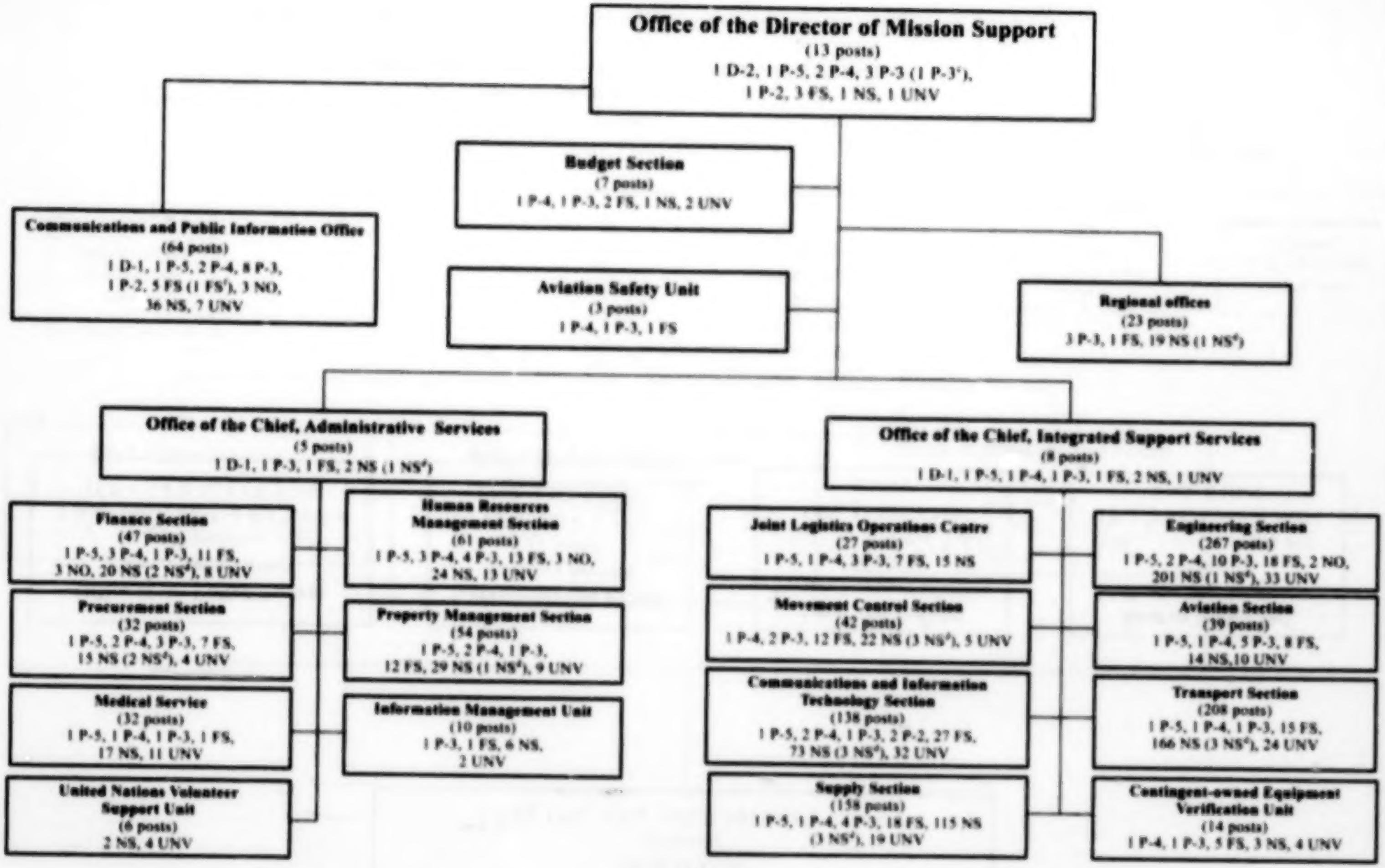
D. Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance)


Deputy Special Representative of the Secretary-General
(Recovery and Governance)
(14 posts)
1 ASG, 2 P-5, 3 P-4 (2 P-4[c]), 1 P-3, 3 FS, 1 NO, 1 NS, 2 UNV
United Nations country team Liberia
Electoral Assistance Unit
(26 posts)
1 P-5,[a] 1 P-4,[a] 4 P-3,[a] 20 UNV
HIV/AIDS Adviser Unit
(7 posts)
1 P-4, 2 NO, 2 NS, 2 UNV
Gender Adviser Unit
(9 posts)
1 P-5, 1 P-3, 2 NO, 3 NS, 2 UNV
Civil Affairs Section
(92 posts)
1 D-1, 2 P-5, 17 P-4, 16 P-3, 5 FS, 14 NO, 17 NS, 20 UNV
Recovery, Rehabilitation and Reintegration Section
(14 posts)
2 P-4, 1 P-3, 1 P-2, 2 FS, 3 NO, 4 NS, 1 UNV
Political Planning and Policy Section
(22 posts)
1 D-1, 2 P-5, 7 P-4, 3 P-3, 1 P-2, 2 FS, 2 NS (1 NS[d]), 4 UNV

E. Office of the Deputy Special Representative of the Secretary-General (Rule of Law)


Deputy Special Representative of the Secretary-General
(Rule of Law)
(8 posts)
1 ASG, 1 P-5, 2 P-4, 1 FS, 2 NS (1 NS[d]), 1 UNV
Office of the United Nations Police Commissioner
(20 posts)
1 D-2, 1 D-1, 2 P-5 (1 P-5[e]), 9 P-4 (5 P-4[e]), 4 P-3,[e] 1 FS, 2 NS
Corrections and Prison Advisory Service
(13 posts)
1 P-5, 3 P-4, 2 FS, 1 NO, 2 NS, 4 UNV
Legal and Judicial System Support Division
(44 posts)
1 D-1, 2 P-5, 4 P-4, 5 P-3, 1 FS, 17 NO, 8 NS, 6 UNV
Human Rights and Protection Section
(45 posts)
1 D-1, 1 P-5, 5 P-4, 4 P-3, 9 P-2, 2 FS, 8 NO (1 NO[b]), 9 NS, 6 UNV

F. Division of Mission Support



Office of the Director of Mission Support
(13 posts)
1 D-2, 1 P-5, 2 P-4, 3 P-3 (1 P-3[c]),
1 P-2, 3 FS, 1 NS, 1 UNV
Communications and Public Information Office
(64 posts)
1 D-1, 1 P-5, 2 P-4, 8 P-3,
1 P-2, 5 FS (1 FS[f]), 3 NO,
36 NS, 7 UNV
Budget Section
(7 posts)
1 P-4, 1 P-3, 2 FS, 1 NS, 2 UNV
Aviation Safety Unit
(3 posts)
1 P-4, 1 P-3, 1 FS
Regional offices
(23 posts)
3 P-3, 1 FS, 19 NS (1 NS[d])
Office of the Chief, Administrative Services
(5 posts)
1 D-1, 1 P-3, 1 FS, 2 NS (1 NS[d])
Finance Section
(47 posts)
1 P-5, 3 P-4, 1 P-3, 11 FS,
3 NO, 20 NS (2 NS[d]), 8 UNV
Human Resources Management Section
(61 posts)
1 P-5, 3 P-4, 4 P-3, 13 FS, 3 NO,
24 NS, 13 UNV
Procurement Section
(32 posts)
1 P-5, 2 P-4, 3 P-3, 7 FS,
15 NS (2 NS[d]), 4 UNV
Property Management Section
(54 posts)
1 P-5, 2 P-4, 1 P-3,
12 FS, 29 NS (1 NS[d]), 9 UNV
Medical Service
(32 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS,
17 NS, 11 UNV
Information Management Unit
(10 posts)
1 P-3, 1 FS, 6 NS,
2 UNV
United Nations Volunteer Support Unit
(6 posts)
2 NS, 4 UNV
Office of the Chief, Integrated Support Services
(8 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 FS, 2 NS, 1 UNV
Joint Logistics Operations Centre
(27 posts)
1 P-5, 1 P-4, 3 P-3, 7 FS, 15 NS
Engineering Section
(267 posts)
1 P-5, 2 P-4, 10 P-3, 18 FS, 2 NO,
201 NS (1 NS[d]), 33 UNV
Movement Control Section
(42 posts)
1 P-4, 2 P-3, 12 FS, 22 NS (3 NS[d]), 5 UNV
Aviation Section
(39 posts)
1 P-5, 1 P-4, 5 P-3, 8 FS,
14 NS,10 UNV
Communications and Information Technology Section
(138 posts)
1 P-5, 2 P-4, 1 P-3, 2 P-2, 27 FS,
73 NS (3 NS[d]), 32 UNV
Transport Section
(208 posts)
1 P-5, 1 P-4, 1 P-3, 15 FS,
166 NS (3 NS[d]), 24 UNV
Supply Section
(158 posts)
1 P-5, 1 P-4, 4 P-3, 18 FS, 115 NS
(3 NS[d]), 19 UNV
Contingent-owned Equipment Verification Unit
(14 posts)
1 P-4, 1 P-3, 5 FS, 3 NS, 4 UNV

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

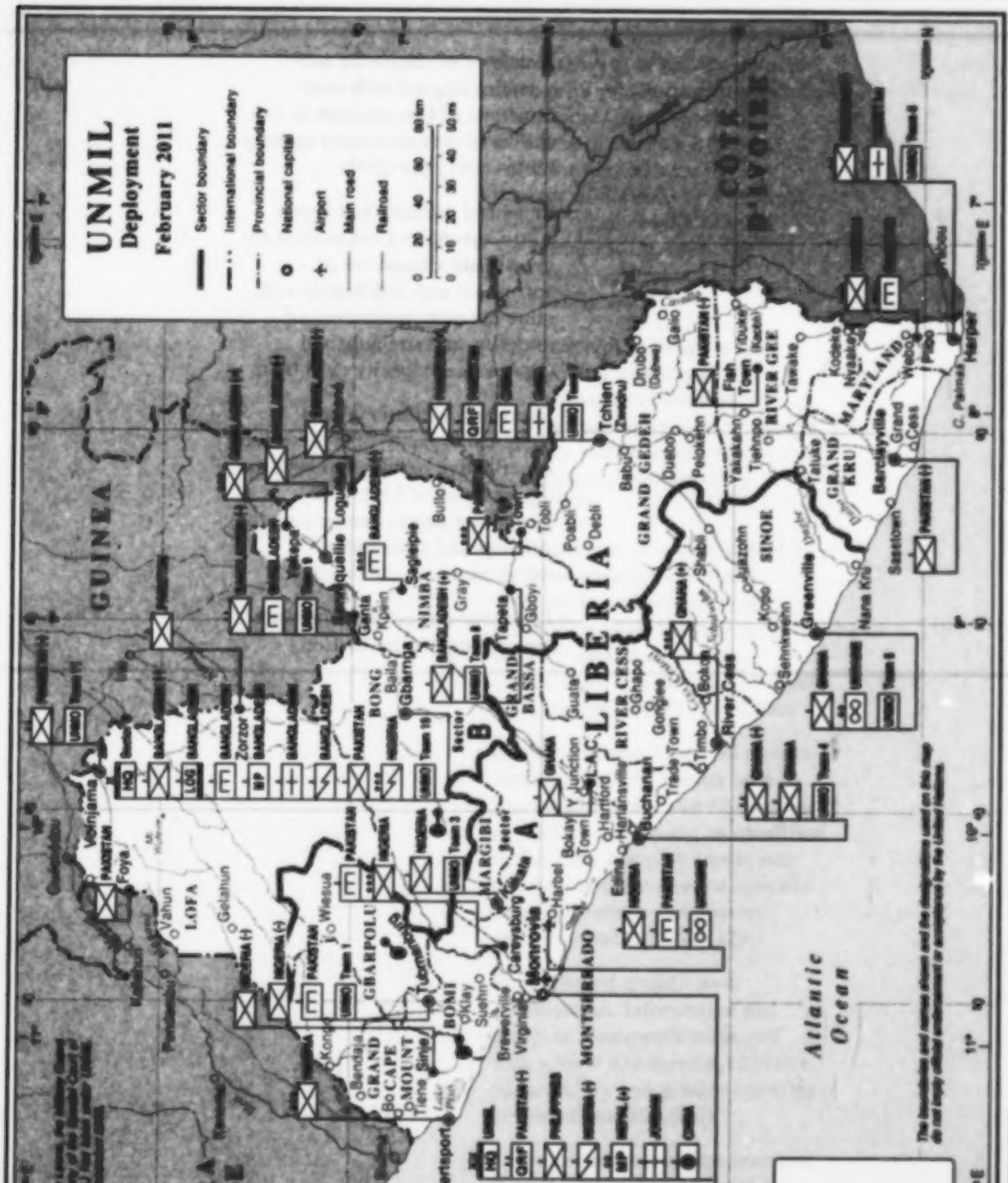
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
National vision "Liberia Rising 2030", a long-term development framework, drafted. This would include accountability, transparent governance and national reconciliation	**• Building of local and national mechanisms and reinforcement of capacity for peace consolidation, national reconciliation and democratic governance**	**• Establish and operationalize institutional frameworks, structures and capacities for programme management of strategic planning and visioning processes ($332,000)** **• Capacity-building for formulation of conflict-sensitive sustainable development strategies ($220,000)** **• Develop national vision "Liberia Rising 2030" statement and medium-term strategy ($851,800)**	**• United Nations Development Programme (UNDP), Ministry of Planning and Economic Affairs, Governance Commission**
National economic policies and programmes implemented and monitored to support equitable, inclusive and sustainable socio-economic development	**• National mechanisms and capacities for Millennium Development Goals-based, conflict-sensitive planning, analysis and monitoring strengthened**	**• Improve resource governance facilitation and enhance national development strategy implementation ($214,000)** **• Develop Millennium Development Goals acceleration frameworks and strengthen monitoring and evaluation system ($46,000), improve national statistical system ($392,000), strengthen economic research capacities ($96,500), improve aid tracking and Paris Declaration compliance ($161,000)**	**• UNDP, International Labour Organization (ILO), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), World Food Programme (WFP), World Bank (WB), United Nations Mission in Liberia (UNMIL), Liberia Institute of Statistics and Geo-Information Services** **• Ministry of Planning and Economic Affairs, Liberia Institute of Statistics and Geo-Information Services, Ministry of Labour, Ministry of Commerce and Industry, Ministry of Finance, Ministry of Gender**

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			Development, Liberia Extractive Industry Transparency Initiative, University of Liberia
	• Increased access to productive employment and equal opportunities to expand sustainable livelihoods, especially for vulnerable groups and in consideration of conflict and peacebuilding factors	• Women, young people, persons with disabilities and other vulnerable groups have access to quality vocational training, business skills development and sustainable microfinance services ($2,772,600) • National youth programmes, coordination and policy frameworks and institutional capacity strengthened ($350,500), national centre for agri-enterprise development established and functional, project management team mechanism set up and monitoring and evaluation activities supported ($70,000), national youth volunteer scheme fully functional ($150,000), and 500 affected young people and community members (50 per cent women) trained in peacebuilding leadership skills	• ILO, UNDP, United Nations Capital Development Fund, Ministry of Youth and Sports, Ministry of Labour
	• Household food security improved, with a focus on young people, women, persons with disabilities and other vulnerable groups	• Agricultural production, processing and marketing increased through the provision of extension services and inputs	• Food and Agriculture Organization of the United Nations, Ministry of Agriculture
Democratic, accountable and transparent governance advanced in a participatory and inclusive manner and in accordance with human rights standards	• Governance systems reformed to promote and sustain democratic principles, with strengthened decentralized capacity and participation of	• The capacity of the Government of Liberia ministries and agencies to carry out their assigned functions strengthened in accordance with their mandates ($2,354,650), the Government's capacity to catalyse and drive strategic reforms linked to the poverty reduction strategy	• Civil service agency, Ministry of Planning and Economic Affairs, Ministry of Foreign Affairs, Ministry of Finance, Liberia Institute of Public Administration,

Priorities	Outcomes	Outputs	Lead, partners, mechanism
	disadvantaged groups	bolstered, change management and other new standards for the public service introduced ($2,100,000), national capacity development strategy and action plan approved by Cabinet and implementation rolled out ($277,000), project successfully managed and all needed inputs provided in an efficient and timely manner ($323,000), development communication and journalism developed in Liberia ($75,000) • Efficient resource planning for local development by county- and district-level administrations, policy framework for decentralization formulated and road map prepared ($6,790,100) • National decentralization policy in place and legal frameworks established and implemented with full participation of key stakeholders ($350,000) • Strengthened capacity of Ministry of Internal Affairs and county administrations to lead and implement decentralization and support local development, in close collaboration with county support team ($1,176,000) • Local investment projects implemented in 6 pilot counties following community-driven development approach, and capacity of county administrations to coordinate and manage service delivery in an equitable manner (in terms of gender, ethnicity, people with special needs) strengthened ($530,000) • Effective project management, monitoring and midterm evaluation ($583,000)	Governance Commission, Ministry of Public Works, Press Union of Liberia, Ministry of Internal Affairs, University of Liberia

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Strengthening of county support team joint programme to reinforce institutional capacity of the Ministry of Internal Affairs to deliver essential services in support of national development, closely together with Liberia Decentralization and Local Development Programme ($55,000) • Administrative, technical and institutional capacity at the subnational level strategically strengthened in support of service delivery and decentralization and to advance gender equality ($605,000) • Enhancement of county capacity for independent field-based monitoring and reporting of protection issues relating to poverty reduction strategy/ Cooperative Development Agency deliverables/outputs ($610,000) • One county and 12 model district administrative buildings built in Maryland County and 12 strategic districts, respectively, as identified in the 2009 mapping report and taking into consideration specific needs of women and men and gender privacy ($1,923,000) • Strengthened county-level coordination, information and planning framework enhanced with a view to coherent, effective, participatory and gender-equitable development ($50,000) • Lessons learned and best practices documented and shared with key stakeholders to increase institutional knowledge and inform national planning processes or similar initiatives ($70,000)	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Mandates of ministries and agencies aligned with core functions of Government in line with civil service reform strategy (2008-2011) ($50,000) • Enhanced capacity of Liberia Anti-Corruption Commission to investigate allegations of corruption and collaborate with other national institutions of integrity, and strengthened institutional capacity ($75,000) • Improved institutional and technical capacity of civil society for effective partnership with the Government of Liberia in promoting peace, gender equality, stability and sustainable development in the country • Enhanced project management, monitoring and evaluation	



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

Map No. 4211 Rev. 20 UNITED NATIONS
February 2011

Department of Field Support
Cartographic Section